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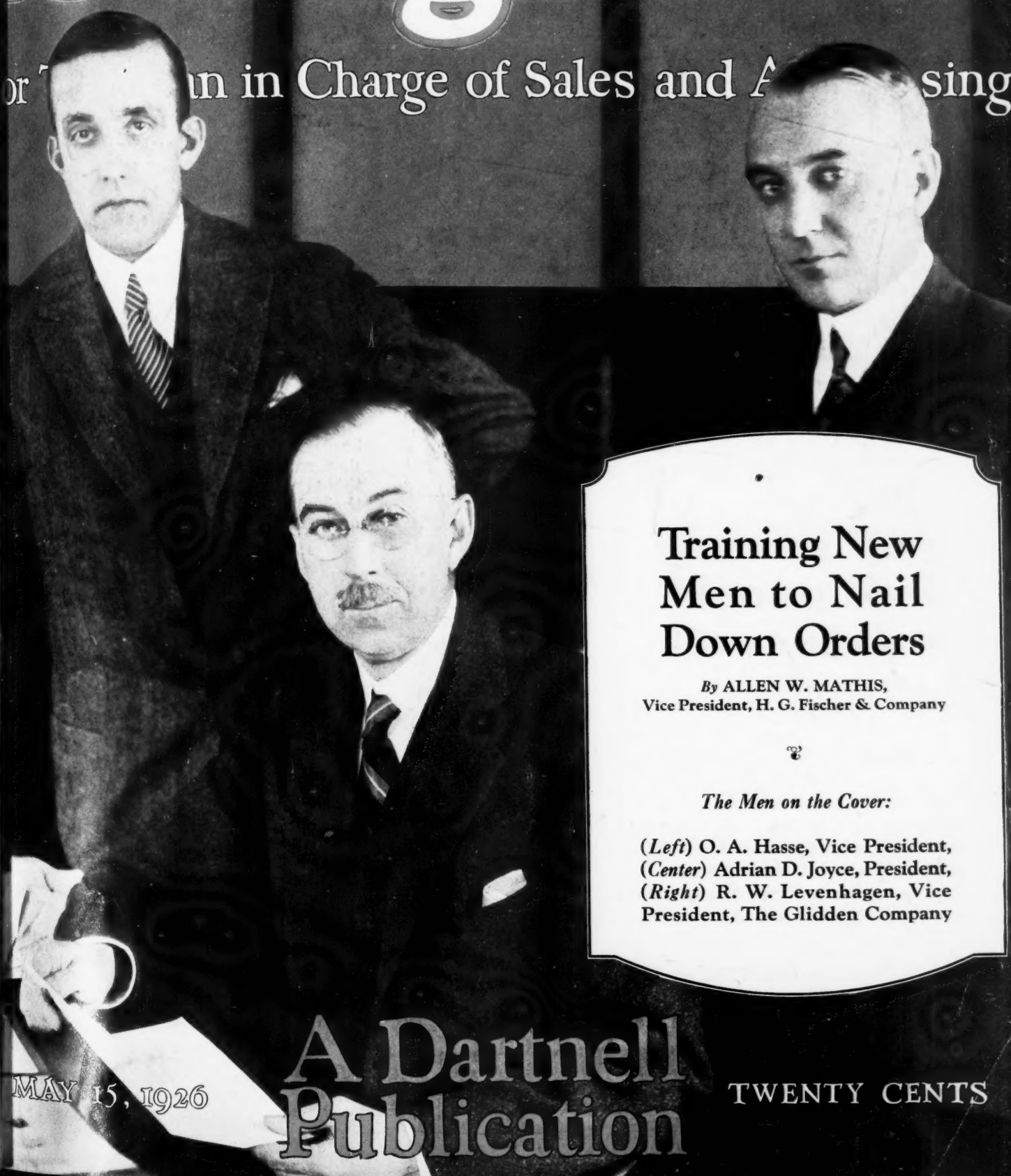
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Sales Management

For the Man in Charge of Sales and Advertising



Training New Men to Nail Down Orders

By ALLEN W. MATHIS,
Vice President, H. G. Fischer & Company

The Men on the Cover:

(Left) O. A. Hasse, Vice President,
(Center) Adrian D. Joyce, President,
(Right) R. W. Levenhagen, Vice
President, The Glidden Company

A Dartnell
Publication

TWENTY CENTS

MAY 15, 1926

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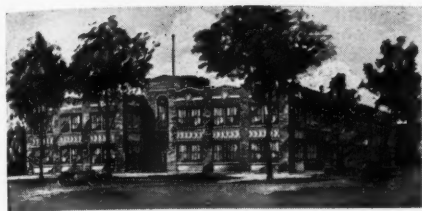
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Sales Management

Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations

VOLUME TEN

Established 1918 by The Dartnell Corporation

NUMBER TEN

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MANAGING EDITOR

ROY W. JOHNSON
EASTERN EDITOR

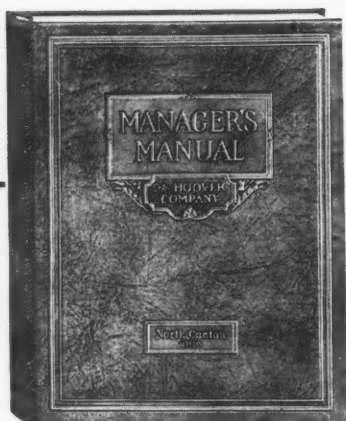
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Sales enthusiasm is contagious and the more you can put into your sales manuals, sales plans and other organization propaganda, the better co-operation you will obtain from your managers, salesmen and dealers.

And the first essential in any sales presentation is an attractive appearance—that is why the Hoover Company used a Molloy Made loose leaf cover on their Sales Manual—a Molloy Made Cover always gives a favorable impression of quality, dignity and importance. It commands the attention and interest of your sales force; it prompts greater enthusiasm and activity in your work; it reflects your own estimation of the value of your plans and suggestions.

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FRANK HIBBARD has been elected chairman of the board of Hibbard, Spencer, Bartlett & Company, Chicago, steel and hardware jobbers, and C. J. WHIPPLE succeeds the late JOHN J. CHARLES as president. F. G. RUSSELL and FRANK H. WARREN have been elected vice presidents, Mr. Warren also being a director. Mr. Hibbard is a son of WILLIAM GOLD HIBBARD, founder of the company.

MAJOR HENRY KEMPNER, formerly advertising manager of the American Engineering Company of Philadelphia, has been made sales manager of the "Lo-Hed" hoist division of the company. Major Kempner's earlier experience includes that of physics instructor in Pratt Institute, six years with the engineering department of the Western Electric Company, and two years with the service department of the McGraw-Hill Publishing Company, Inc.

F. S. FENTON, JR., for some years general sales manager for Coppes Bros. & Zook, Nappanee, Indiana, and more recently sales manager for the Wayne Tank & Pump Company of Fort Wayne, Indiana, has resigned his connection to become national resale manager of the Serrel Corporation, manufacturers of electrical refrigerators. Mr. Fenton will be located at the general offices of the company in New York City.

JOHN L. WOOD has been appointed as special assistant to C. E. STEFFEY, general sales manager, and Mr. J. W. DOZIER, assistant sales manager, of the National Cash Register Company, Dayton, dividing his time between the field and factory. At the factory he will advise and assist in the planning of printed material, letters and other selling helps going to the field from the various sales departments of the business. Mr. Wood joined the National Cash Register organization in 1912 as a salesman, and has successively been office manager, sales agent and representative of the sales education division.

R. G. JENKINS, head salesman for The Lippincott Company, Cincinnati, has been made sales manager of the company.

R. A. WARE, who joined the Log Cabin Products Company, St. Paul, in 1914, and has served as general sales manager of the company for the past six years, has resigned. He has not announced a new connection as yet.

L. L. MCLEAN, for several years route car sales manager for the St. Louis Independent Packing Company, and later general sales manager of the Interstate Cotton Oil Refining Company, Sherman, Texas, and afterwards assistant sales manager of the Sunmaid Raisin Growers of Fresno, California, is now operating as merchandise broker in Little Rock, Arkansas.

DEANE MOFFAT LINTON, for ten years advertising and sales director of O-Cedar in America and Europe, and more recently vice president in charge of sales and advertising for Wizard floor mops and furniture polish, has joined the Geyer Company, Dayton advertising agency.

The Federal Advertising Agency, Inc., New York, announces the election to its board of GUY GILPATRICK, service director, and FRANK J. KAUS, business manager.

W. P. HAMANN, sales and advertising manager of The Skywriting Corporation of America, has joined the eastern advertising staff of Liberty Magazine, having formerly been with the eastern advertising department of *The Chicago Tribune*.

The service and sales departments of the Olds Motor Works, Lansing, Michigan, have been correlated by the appointment of T. H. STAMBAUGH as service promotion manager. Mr. Stambaugh will work under the direction of D. S. EDDINS, general sales manager.

The Fate-Root-Heath Company, Plymouth, Ohio, has advanced L. E. BUZARD from assistant sales manager to general sales manager. Mr. Buzard joined the organization ten years ago.

A. C. ALEXANDER, a director of the Alexander Manufacturing Company, Forest City, North Carolina, was recently elected president of the company to succeed his brother, the late J. F. ALEXANDER. Mr. Alexander has been actively associated with his late brother in numerous enterprises in other southwestern states where they have large lumber interests.

FRANCIS J. FALLON, who was made general counsel for the Tide Water Oil Company, New York City, early this year, has just been elected a director and secretary of the company.

Sales Management

A Dartnell  Publication

Volume Ten

Chicago, May 15, 1926

Number Ten

Why Our Salesmen *Fight* For An Order a Day

This Plan Smokes Out the Men Who Sell a Big Order Today and Then Slow Down For a Week

By Merritt E. Roberts

Remington Typewriter Company, Chicago

IT IS reasonable to assume that no two men directing salesmen use exactly the same method of supervision.

Our company has a general method, but, fortunately, we have as director of American sales a broad-visioned man who has come up from the ranks and who knows how impossible it is to make any hard and fast rules for supervision of our salesmen and he, therefore, in a large measure, leaves the matter of supervision to the individual branch manager. However, on his personal visits to branches, as well as those visits made by his three assistants, he keeps in close touch with the work of each manager, suggesting changes when necessary and passing on ideas which have proven worthwhile in other branches throughout the United States.

In the Chicago branch the basis of supervision is an itemized daily report and a series of three cards: With a new man we require an itemized daily report, for a period of three to five months, depending entirely upon the progress of the individual in adapting himself to our organization and manner of doing business, and the record on sales production. This gives us

an opportunity carefully to study the new man—to judge intelligently his qualities of application and determination, to correct faults, to prevent discouragement from creeping in. It enables us to keep abreast of nearly every condition which might arise during the probationary period.

We also use the itemized daily report in connection with supervision of country men. Our experience has taught us that salesmen traveling country territories as a rule do not cover the towns closely unless a close check is kept. What the psychology is, we haven't been able to determine, but a study of the daily itemized reports of country men shows about the same sort and amount of activity. They seem to think that the "next" town is where the business is—and they hasten to make it. It costs a large sum to travel country men—it costs real money to get a man into a town, to keep him there, and to get him to the next town. Therefore, unless a country man is forced to canvass a town closely, he will, as a rule, not do so; hence the necessity for the closest kind of supervision.

We also might state here that we require an itemized daily

report from a man who is slipping on production. We have found that a man who, knowing his product, able to tell the story, and who will work for at least six hours each day, will produce consistently; so when a man starts on the "production toboggan" we give him the "itemized daily report cure"—and it most generally does the job.

However, our system is really built around three cards:

- A—The white card of production.
- B—The yellow card of defeat.
- C—The green card for examinations.

Every man on the force, even those who are required to turn in the itemized daily report, must also turn in one of these cards.

Based on the proved fact that a man who will work consistently six hours a day can, with the present Remington line of typewriters, find someone he can sell, we put the card idea into operation. We have, through much effort, proved this to our men and have made it a matter of pride with the individual to go out and make a man-size fight for the white card.

It is very simple and is filled out in a moment. There are but five spaces, one each for a report of the dollars and cents volume on typewriters, supplies, repair work, and rentals; and a space for the total. Of course, the goal of every salesman is to turn in this white card every day. But if he is unsuccessful, if he doesn't work, if he lays down on the job, he must sign and turn in a yellow card. It is purposely designed so that a real man, a man with any real fighting stuff in his makeup, will hate to sign it. Turning in this yellow card of defeat is like taking a bitter pill, for it says in good sized letters: "No Sales Of Any Remington Products Today."

When a Man Slumps

To take the sting of disgrace out of the act of signing and turning in this card, for the man who has worked conscientiously and who simply couldn't "make 'em break," we have another card to turn in with it—a green one, which gives a record of prospects who are willing to have a machine placed on trial. If a salesman has been unable to close any sales, but is able to report with the green card having arranged for one or more examinations, it is, of course, proof that he has been working.

But if he turns in only the yellow card, there is no actual evidence that he has really been working, and he knows that I know it; he knows the record of results this system of cards was based on; he knows that I know he knows he hasn't hit the ball.

Now, if a man turns in several yellow cards in succession, or too many in a period of a week or ten days, I have him in my office for a chat. I am willing to listen to proof that the system is all wrong so far as he is concerned, that the facts established over a period of time, that a man working honestly, conscientiously, determinedly, six hours, can sell someone a Remington typewriter—is wrong. If he proves his case, and I generally am willing to be reasonable, I ask him to supplement his card reports with the itemized daily report, and we both study these itemized daily reports each night. It is remarkable how quickly, as a rule, a man will slip back into respectable production.

This plan of simplified daily reports, supplemented when necessary by the daily itemized reports, is the best method we have thus far discovered here in the Chicago branch. Of course, the success, like the success of every idea, is predicated on the intelligent application of the plan. All our city men report at eight-thirty every morning to the floor salesman, who keeps a monthly record of time of arrival. Suburban men report not later than eight-thirty by telephone. This is one point I am a stickler on—the men must be on the job and on their territories, or on their way to their territories, by nine o'clock. They must call on the phone once in the morning and twice in the afternoon; and they know I will personally be here to receive them at five o'clock and

from then on until six to six-fifteen. I have missed only five times in six months.

We have great fun at this five o'clock report—we make great fun out of it—but all the time every man knows that if he shows a yellow card I know he hasn't in ninety-nine times out of a hundred played square with himself, with the company and me.

We are great believers in letting everyone in the organization know what the salesmen are doing. A big bulletin board is used to show the standing of their daily sales. Again we inject fun and humor into the idea. Men whose sales run over a certain amount daily, the top-line men, are known as Grenadiers; then come the Privates; then the Rookies; then the Infants; and the lowest we call "Geese." Naturally, a man will move heaven and earth to keep from being in the "Goose" class. The fight is for Grenadier position, and when I use the word "fight," I mean just that.

The Compensation Plan

All our salesmen work on a straight commission plan with drawing accounts, except beginners, or where we are building a territory with an experienced man, where the plan is a small salary and commission. We pay salaries to the new men for about ninety days to four months before they are placed on straight commission, with drawing account optional. We find we can maintain better control and give more supervision,

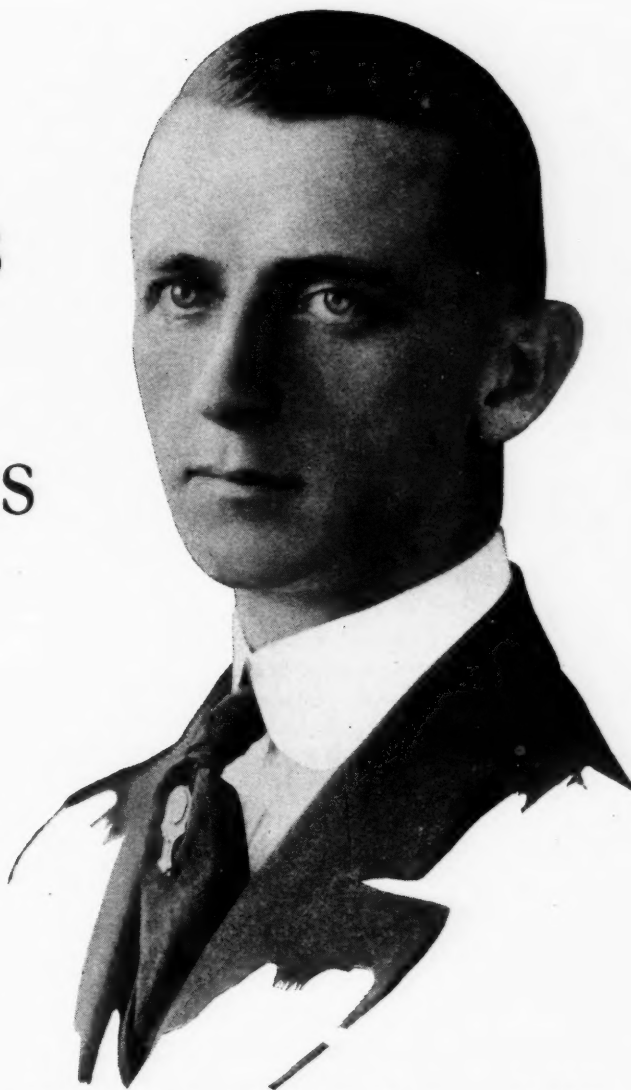
(Continued on page 805)

The image shows three cards used in the Remington sales system. The first card is yellow and reads "NO SALES OF ANY REMINGTON PRODUCTS TODAY". The second card is white and is titled "DAILY SALES REPORT". It has fields for "TYPEWRITER VOLUME (CASH ONLY)", "SUPPLIES", "REPAIR", "RENTALS", "TOTAL", "DATE SOLD", and "OVER". The third card is green and is titled "DAILY REPORT MACHINES PLACED ON EXAMINATION". It has a section for "I have today arranged to place on Examination with:" followed by three numbered entries, each with fields for "NAME OF CUSTOMER", "ADDRESS", "TOWN", "MODEL", "SERIAL NO.", and "DATE DELIVERED". There is also a "DELIVERY DEPT NOTICE" section with fields for "SERIAL NO." and "DATE DELIVERED".

These three cards—one of which must be turned in every day—simplify the salesman's work, and provide all the necessary information for the sales manager who checks them daily.

Sales Tactics That Sell the Big Stores

By John L. Scott



AT five-thirty in the closing afternoon of a sales contest between the New York and Chicago offices of the National Cash Register Company, the New York office was leading by \$50,000. With just thirty minutes left before the winner would be declared, the salesmen in Chicago had reached the end of their resources; every sale had been reported and every source of probable buyers had been exhausted. As the half-hour wore away there seemed to be nothing they could do except concede the victory to their opponents. But they had reckoned without "Art" Farwell.

Eight times during the day the purchasing agent of a large department store had refused to give Farwell an order he had been working on for many months. On the salesman's last three calls he had received the added admonition to "get the hell out and stay out." It was a discouraging outlook. Farwell had already jeopardized the sale by his insistence, but rather than see his office lose the contest, he made one last-minute attempt, called back for the ninth time, and at five-fifty closed a \$63,000 sale which put the Chicago office out in front by a margin of \$13,000.

IN recognition of Arthur F. Farwell's unusual sales record, as described in this article, he has been presented with The Dartnell Award for Salesmanship, the gold medal offered by The Dartnell Corporation, publishers of "Sales Management," to the twenty-five salesmen whose work during 1926 shows the most creative selling ability.

Competition for these awards is open to all salesmen in every line of business. The first was won by J. A. Hansen, a salesman of the United Drug Company in Idaho. The second was presented to Mr. Farwell. The remaining twenty-three will be awarded those men who submit evidence of the most outstanding sales accomplishments during the balance of the year.

That was the most dramatic event in Arthur F. Farwell's sixteen years of experience selling National cash registers. He has made larger sales, even sales which involved more planning and attention, but never one which brought the same degree of satisfaction.

"Buyers like to give the impression that they're the busiest people in the world," observes Mr.

Farwell, "and I have to get an exceedingly quick approach on some of them. One morning I approached a department store buyer who, up to the moment he saw me, wasn't doing much of anything. As soon as he saw me bearing down on him, however, he bent over his desk and commenced rattling papers as though he were up to his neck in work."

"The president of your company told me that he'd pay me a salary to call on you twice a day instead of only once," I told this buyer as soon as I reached his desk.

"Once is too often as it is," he growled without looking up. "What would he pay you a salary for anyway—you're getting enough out of us now?"

"Oh, he just said that the only time you did any work was when I came in and he thought that if I came in oftener you'd do just twice as much work," I said.

"This opening had the effect of letting the buyer know that the pretense of being busy wasn't deceiving anyone, and it put us on a common footing at once. I have found that the buyer who only pretends to be busy does so because he is afraid of me—not afraid of me physically, of course, but afraid he's going to have to buy. If a buyer really is working, but turns around sharply to look me in the eye and ask me what I want, I know that he isn't a bit afraid I'll make him buy; he is confident that, if he wants to, he can refuse anything I offer him.

Price is Small Factor

"It really doesn't make a great deal of difference to me which attitude the buyer takes, because in either case I must get him on my level before trying to do business with him. If I can't make him realize that it is as much to his advantage as it is to mine for us both to give adequate attention to the problem of reducing expenses and increasing efficiency in the store, then I don't expect to get very far with him.

"Price is a factor which seldom bothers me very much. One of the oldest rules of business, to sell on a rising market, is especially well adapted to selling cash registers, which are sold largely on the basis of economy. So when the costs of labor and materials are on the upgrade, I press the point that much greater savings can be accomplished during boom times than when business is quiet. It is a great deal easier to save large sums of money when the general trend is toward extravagance than when

expenses are being cut wherever possible.

"On the other hand, when things are dull I tell merchants that the best way they can reduce their overhead expenses (and that is what they are most interested in at such times), is to look after the small savings. The two or three dollars they save during a depression amount to more than five dollars saved in a period of prosperity. As there is an equally good argument for the use of cash registers in good or bad times, business conditions need offer little difficulty in selling them.

His Territory Isn't "Saturated"

"Just to prove how little influence price does exert in a sale, I remember trying to sell a \$700 machine to one of the large Chicago department stores. The purchasing agent refused to place this machine in his millinery department because, he said, it cost too much money. I had investigated conditions in the department and knew that a great saving could be effected through the installation of a machine, but the company officials couldn't see where it would be worth \$700 to them.

"Thinking over the situation later I decided to take a different course, so I loaded a \$2,115 machine on a truck, covered it up and set it on a counter near the purchasing agent's desk. I didn't say a word to anyone in the organization about it and left it there for three days. Everyone who passed through the office noticed the machine, and not knowing what kind it was, grew curious about it. The leading executives in the company were the ones who were most interested. When they asked the purchasing agent if I was going to demonstrate, he couldn't tell them anything about either the machine or my plans, which raised their curiosity still another notch. When I went into the office for the demonstration—which, incidentally, was after I was good and ready—I found the entire office eager to see what the machine was and what it would do. As a result I sold the \$2,115 machine without a word of opposition after they had turned down a \$700 machine,

which was to be used for the same purpose because it 'cost too much.'"

It was seven years ago that "Art" Farwell set out to put State Street, Chicago, on a cash register basis. He had been selling out of the Chicago office of the National Cash Register Company for eight years previously and was placed in charge of sales to department stores at a time when there were comparatively few machines in the State Street department store district.

There are now more than 2,000 cash registers, representing more than \$2,000,000, installed in the twelve large stores which constitute Mr. Farwell's territory. By the beginning of the present year he had covered his territory so thoroughly that on a recent trip to the factory at Dayton an official asked him how he could expect to get any more business. Farwell answered him by turning in the largest volume of business through last January, February and March that has ever been done by a single salesman over a three months' period.

New Models for Old

For two successive years "Art" Farwell has been the first salesman in the entire organization to reach his year's quota, the first instance of its kind in the company's history. There is a Hundred Point Club made up of those salesmen who attain their quotas during the year, quotas being fixed on the basis of the rating of merchants in a particular territory. On April 25, 1925, Farwell was a "Hundred Pointer," in spite of the fact that his quota was higher than that of any other single salesman; he had reached his quota for the entire year in less than four months.

By being the first member of the club in 1926, Farwell duplicated his previous year's record, but this year it took him only until March 31 to do it. Under the company's plan, \$25 worth of business represents one point, so on a quota of \$75,000 net sales he had to reach 3,000 points to qualify. His total number of points in 1925 was 5,300, or \$132,500, while already in 1926

(Continued on page 796)



Five Things I Have Learned About Making Letters Pull

First of All: Get the Big Idea Across in the First Paragraph—Don't Take a Chance

By Cameron McPherson

VERY few people read sales letters received by them. They just read at them. They read the first paragraph. They take a running glance at the middle paragraph. They look at the return card to see how much it costs and zing!—into the waste paper basket.

This may be putting it a bit strong. Of course, we know that a few people do read our letters. I recently had the gratifying experience of sending a letter to 600 advertising agents and selling 150 of them books at three dollars and a half each. But I had a hook in the letter, and I typed it in the letter in red. Had it not been for that red line I don't suppose I would have averaged any better than the usual 2 per cent returns, which is considered a pretty fair batting average on books such as I was selling. Two out of a hundred people are not many. So when you set out to write a sales letter, assume that most people are only going to read at your letter,

and that only a possible 10 per cent are going to read beyond the first paragraph.

Most of the sales letters I have written have sold either advertising, books or subscriptions to different business magazines. If there is anything harder to sell by letter, I don't know what it could be. Nobody wants to buy advertising. Nobody has time to read books. And everybody gets so many magazines he can't read those that already come to him, let alone subscribe to a new one. It took me quite a few years to find this out. It is invariably the obvious things like this that we discover last. But after I found it out and sold increased sales instead of advertising, increased knowledge instead of books and business building plans instead of subscriptions I began to make progress.

But it wasn't until nearly two years afterwards, when I discovered another perfectly obvious thing, that I began really to score. In testing out several different

letters preparatory to a hundred thousand mailing, I wrote one of the letters in such a way that the first paragraph was a complete letter in itself. This letter pulled almost two subscriptions for every one averaged by the other letters. And I have been cashing in on the discovery ever since.

Instead of following the old rule of using the first paragraph to attract attention, I used the first paragraph to ask the man to do what I wanted him to do. This scheme of first getting a man's interest, then arousing desire, getting his confidence and finally in the last paragraph asking for the order, is beautiful in theory. But in real life a business man gets so much mail—so many circular letters—that he won't stay hitched long enough to read them through. He reads only enough to find out what you are trying to sell him. The chances of his getting down to the last paragraph are slim indeed. So put the last paragraph first—with modifications.

To make my point clear, let us suppose we are selling neckties by mail—it really doesn't make much difference what we are selling. We are selling these ties to a list of business men. Under the usual procedure the first step in our letter would be to get a man's interest, and to create in his mind a want for more neckties even though his chiffonette drawer is packed with neckties, as most are. We would probably open about like this:

"Your ties express your individuality—they are the one article of apparel which is not dictated by custom. You can't have too many ties."

Such an opening would conform to the rules. It has the "you" hook. People are interested in themselves—especially their individuality. So we might say an appeal of this kind is certain to arouse interest. That we are told is the first step in making a sale.

News Appeal for Attention

Under my plan I would incite interest with a news appeal, rather than the appeal to self, because the news appeal gives a more natural opening. There ought to be a reason for writing a man a letter—news gives you that reason and answers his unspoken question: "What is he writing to me about?" Then I would follow quickly with something to create desire, to win confidence and to get action all in one paragraph. My opener would be something like this:

"I have just returned from London with some of the niftiest dollar ties you ever saw. Three of them are just your style—may I send them to you for personal inspection at my risk and expense?"

Now if Mr. Busy Businessman reads no farther, he has my message. The news that I have just returned from London ought to interest him. The fact that three of these very latest English ties are just his style whets everyman's desire to dress in the latest mode. The fact that I am willing to send them at my expense gives him confidence. The direct request for authority to send them gets action. And it's all done in one paragraph.

Of course, this plan won't work all the time. There are exceptions to every rule. Your business may be different. But I do know that

in nearly every case where I have been able to use this quick start, and a news hook, that results have been most pleasing. Even if you can't use the plan as I have suggested it, at least the principle is

worth considering. Forget about the sequence of ideas, and the steps in the sale, and just write your letter so that the man who hops, skips and jumps through his mail—can't slide off.

Salesmen Prove Claims by Test in Presence of Buyer

A SERIES of unusual demonstrations has been developed by the Tropical Paint & Oil Company of Cleveland, for salesmen to use in convincing skeptical prospects. The main selling features of Elastikote, the brand of paint on which the demonstrations are used, are its resistance to water and acids and the action of the elements.

The first step in the standardized demonstration is to prove the paint's resistance to water. The salesman fashions a paper cup from a painted sheet of paper which he carries in his portfolio and fills it with water. Sometimes he puts the desk sponge in the paper cup and, just to surprise the prospect, accidentally puts the container into his pocket.

After the water is poured out of the cup, the salesman dons a pair of rubber gloves and fills the painted paper cup half full of muriatic acid, picks up the cup, and shows the prospect that not a drop of the acid has eaten through the paint film.

To show that the paint has exceptional elasticity, the salesman crumples a painted sheet in his hand, then flattens it out to demonstrate that there are no cracks in the paint film.

In the next test the salesman pulls a strip of zinc from his pocket and smears one side of it with Elastikote. He then burns off the volatiles with a match, and while the zinc is hot, plunges it into water. After it has fizzled and cooled, the salesman exhibits the strip to show that Elastikote won't crack or shrink or do any of the other things paint usually does under similar conditions.

By this time the customer's interest is well aroused and he is

watching closely to see what the salesman will do next. A small bottle is filled two-thirds full of muriatic acid and the painted end of the zinc is thrust into it. After the chemical action has completed itself, the salesman washes the zinc and shows it to the prospect to show that the acid has eaten all of the zinc away, leaving the ribbon of paint just as thick and as tough as it was when put on.

These unique demonstration plans for testing the qualities of the product have proved so successful that the company has adopted the ideas for use in direct mail. Instructions on how to make the water and crumpling tests are sent out to possible buyers and they are invited to sign a return postcard and receive a free sample of test paper painted with one coat of Elastikote.

A demonstration plan such as this is the most effective possible means for proving, before the buyer's own eyes, that the statements the salesman is making are true. It not only overcomes skepticism and apathy on the part of the prospect, but it immediately lifts the product into a class head and shoulders above the products of competitors.

C. K. Woodbridge, president of the Dictaphone Corporation of New York and also president of the Associated Advertising Clubs of the World, left New York on April 24 for an extended trip through England and other European countries. In addition to visiting offices and representatives of the Dictaphone Corporation, Mr. Woodbridge attended the British Advertising Convention, which opened at Blackpool, England, May 1.

Training the New Man to Nail Down the Order

What One Sales Manager Has Learned About Teaching New Men the A B C's of Selling a Technical Product

As told to A. R. Hahn

By Allen W. Mathis

Vice President and Director of Sales, H. G. Fischer & Company, Chicago

START the new salesman on a single item in the line, get him to master a few facts thoroughly, forget the machine but tell him what it will do, and teach him to ask for the order. That's one expression of the formula I've followed during the last three years in breaking in new recruits to triple the man power of a sales force that sells physiotherapeutic equipment.

In case the word frightens you, our line comprises diathermy and X-Ray apparatus and related lines of high-priced specialties which sell almost entirely to physicians.

The prices for our various pieces of equipment run from \$265 to \$2,500. Like all specialties, the machine has to be sold and after it is sold the purchaser has to be instructed in its proper application. As a rule, we require a one-fourth down-payment, and the balance in twelve months with a charge of 7 per cent interest.

During the time we have been building this sales force, we have learned a few valuable lessons which, borne out as they have been by actual experience, may prove somewhat surprising to others who are selling any high-priced specialty, whether or not it falls into the technical or semi-technical class of products.

We have learned, for instance, that a high-priced specialty can be sold without building the whole sales presentation on a free trial offer, or in any way featuring a



trial offer as a means toward closing a sale.

A number of years ago the trial offer held an important place in our sales presentation, but now it is never employed except in extreme cases which will not yield to any other sales tactics. There are a number of good reasons for this.

In the first place, we feel that when a machine is put in a buyer's office on trial, it meets a certain mental hazard on the part of the prospect which is hard to overcome. That is, he is looking for reasons for not buying it, rather than otherwise. In our case we found he invariably demanded a great deal of the salesman's time after the machine was put in, expecting him to treat individual patients and so on. The trial offer drags out the selling process, and this is the lever I use with the salesmen to get them to see the disadvantages of employing the trial offer in their sales work.

Selling the Value of Time

"All you have is your time," I tell them, "and therefore it behooves you to spend as little possible time with each prospect to get him well sold and to keep him that way. Time spent with him beyond that point is time wasted, both for you and for the company.

"Get a man's order for the machine and get some of his money invested in it. Then he'll immediately begin to hunt for ways of getting his money's worth out of the machine and begin to develop its real possibilities."

Another thing we have learned is that it is possible to close orders on the first call, even for products as high priced as ours. I don't mean to say a green man could make one-call sales—he'd be a very decided exception if he could, but the men who are more experienced and who have learned our line can and do close orders on the first call. At a rough estimate I should say that about twenty per cent of the business done by our best men is closed on the first call. The average for the whole sales force runs about four calls to a sale. In most of these cases the prospect hasn't even seen the machine.

And that brings us to another point: in training men to handle our line, I constantly emphasize the importance of building up their sales talks on what the machine will do. At the time a man begins to sell, he knows little about the actual construction of the machines. I do not believe in burdening a new man with this kind of knowledge. It is too important that he be given the kind of facts which will enable him to go out and begin to close sales before he gets discouraged with the possibilities of his job.

I think our first and greatest mistake in trying to teach a green salesman to sell physiotherapeutic equipment was that we attempted to teach him something about the entire line. Our line is so varied and technical that it is impossible for a man to assimilate enough knowledge during any reasonable training period, to enable him to go out and sell successfully. Therefore, we have adopted the plan of starting a new man in selling a single item.

This item is our "best seller," a portable diathermy apparatus which sells for \$265. When we hire a new man we give him three weeks of instruction on this one machine. During that time he is taught how to demonstrate it and how to talk intelligently about twelve conditions that can be treated with this machine.

The Sales Presentation

From experience we have selected a dozen ailments, the treatment of which we know to be serious and important problems with almost every physician. We use, therefore, a sales talk built on what our machine will do to relieve these particular cases, as our best chance for arousing the prospect's immediate interest in our product.

These different conditions are discussed in detail, one at a time, until the new man has mastered the facts about them. We ask the men to write out a sales talk about each, and this we've found to be a valuable means for improving individual presentations and for clarifying and organizing the knowledge for the salesmen. We do not use a "canned" sales talk,

but we have what might be called a "canned procedure" for a sale.

If you can stand a technical term or two, this is the way we instruct a new man to begin work:

Go into only one subject at a time with your prospect (that is, treatment of one of these twelve diseases I spoke about). For instance, take the case of coagulating tonsils. An effort should be made to present so thoroughly and clearly what our machine will do with cases of this nature that the doctor will understand every point. He must understand it so thoroughly that this one thing may be offered as a just cause for buying.

After explaining what diathermy is and going thoroughly into one condition, I instruct the man to write up the order and attempt to get the doctor to sign it right there without any further talk. If the doctor refuses to sign the order, then the salesman should take up another one of the twelve conditions and give the data on it, at the end of which he should again try for the order.

Ask for the Order!

This method is repeated until the salesman has tried four or five successive times to get the order. If this fails, we next try to show the physician what profit is to be derived from the use of the machine. This, of course, is a rather delicate subject and must be handled carefully, for the ethics of the medical profession prohibit too bald a discussion of profits. So we prefer in every way possible to lead directly up to the subject of profits rather than to argue directly in terms of it. The prospect is quick enough to draw the right conclusions himself, and we run no risk of offending him in any way.

Frequently, in order to get his point over to a doctor, a salesman will have to repeat the steps and explain the same thing in different ways until the man really understands it and appreciates its value. I insist, therefore, on each salesman's being able to talk intelligently thirty minutes on every one of the twelve conditions. In their sales talks the men make constant

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When It Is Against the Law to Cut Your Prices

Why You Can Seldom Tell in Advance What Attitude the Federal Trade Commission Will Take When You Begin Price Discrimination

The Seventh of a Series of Articles

By *Gilbert H. Montague*
of the New York Bar

SOME three or four years ago, one of the largest manufacturing concerns in its line in the country, decided upon a change in its discount policy. To a selected list of large retailers (department stores and others) it would sell its goods direct, at a price slightly higher than the jobber's price, but which would yield the retailer a better margin than if he bought from the jobber. There was nothing new or unusual about this, of course. It is a fairly common practice.

Also there was every reason why the company should adopt the policy, from a business point of view. But from the legal point of view there was at that time a very grave question as to whether or not the company could safely do anything of the sort, under the provisions of Section 2 of the Clayton Act, which forbids price discriminations that substantially lessen competition or tend to create a monopoly.

Cutthroat Price Competition

Section 2 of the Clayton Act was passed, as a matter of fact, with a specific object in view. It was designed to prohibit the practice of making temporary reductions in price, as applied to certain markets or certain localities, for the purpose of driving smaller and weaker competitors out of business. It is extremely doubtful if Congress had any other object in mind when this section of the law was under discussion. As a matter of fact, the courts have since held that such was the case. The sequel illustrates, however, how extremely difficult it is to frame a specific statute covering practices of this

character. It also illustrates rather clearly how practices that are quite commonplace, time-honored and familiar may be brought into that twilight zone that I have so frequently referred to.

A Test Case

Now Section 2 of the Clayton Act, as it stands on the statute book, is in substance as follows:

"That it shall be unlawful for any person engaged in commerce . . . to discriminate in price between different purchasers of commodities, which commodities are sold for use, consumption or resale. . . . where the effect of such discrimination may be to substantially lessen competition, or tend to create a monopoly in any line of commerce: *Provided*, That nothing herein contained shall prevent discrimination in price between purchasers of commodities on account of differences in the trade, quality or quantity sold, or that makes only due allowance for difference in the cost of selling or transportation, or discrimination in price in the same or different communities made in good faith to meet competition: *And provided further*, That nothing herein contained shall prevent persons engaged in selling . . . from selecting their own customers in bona fide transactions and not in restraint of trade."

It was carefully studied in and out of committee; it was debated at length on the floor of Congress; it was amended several times in order to make its provisions absolutely clear; every safeguard that could be imagined was adopted, for the purpose of protecting legitimate practices. It was adopted, as I have said, for a specific purpose. Yet for many years it was extremely doubtful whether or not it did not make unlawful one of the commonest practices in merchandising: the practice of basing discounts upon the degree of service rendered by the customer. According to the theory of the law adopted by the Federal Trade Commission (whose duty it was to enforce

this section), customers who had bought the same quantity and quality of goods were entitled to the same price, irrespective of their actual status or classification as wholesalers, retailers, or even consumers.

In 1921 the Federal Trade Commission filed a formal complaint against the Mennen Company, charging that the company divided its customers into two groups, the wholesale and retail, and gave different discounts to each group on the same quantity and quality of goods. Among those designated as "wholesalers," the company included the old-line wholesalers or jobbers, and among those designated as "retailers" were included the so-called cooperative wholesalers, buying syndicates and the like, who purchased direct from the manufacturer but rendered no distributing service.

Mennen Decision is Reversed

Subsequently the trade commission issued an order directing the Mennen Company to cease and desist from "discriminating in net selling prices, by any method or device, between purchasers of the same grade quantity and quality of commodities, upon the basis of a classification of its customers," etc. This order was based upon the commission's finding (which was not denied) that the company's practice did actually "substantially lessen competition" between the old-line wholesalers and the cooperative wholesalers or buying syndicates before mentioned.

Now it is not very hard to see that if that theory of the law were established, it would leave many business concerns in a rather awkward position. Perhaps the

majority of merchandising concerns do in one way or another, exactly what the Mennen Company did—grant discounts upon the basis of a classification of customers according to the degree of service rendered. And during the period while the Mennen case was pending on appeal (as well as subsequently for some years while other cases were pending) a group of very commonly accepted practices were brought definitely into the twilight zone. It was, for example, a very grave question whether the manufacturer that I mentioned at the beginning of this article could lawfully sell direct to his selected list of retailers at all without giving them the same rate of discount that he gave to his wholesale customers.

The Court's Interpretation

The Mennen case was, however, carried into the courts, and the Circuit Court of Appeals reversed the order of the trade commission. A large part of the court's opinion was devoted to a discussion of the precise meaning of the statute, and the intention of Congress in enacting it—especially with reference to the effect of the phrase "substantially lessen competition."

Did that mean competition between the seller of the goods and his competitors, or did it mean competition between the customers themselves? Assuming that the Mennen Company's practice did lessen competition between certain of its customers, there was no contention that it had lessened competition between the Mennen Company and rival manufacturers. Was it the intention of Congress to prohibit price discriminations that had merely that effect?

The court decided that it was not. "The Clayton Bill, as originally introduced," says the opinion, "did not contain the words 'where the effect of such discrimination may be to substantially lessen competition or tend to create a monopoly in any line of commerce' now found in Section 2, but contained the words 'with the purpose or the intent thereby to destroy or wrongfully injure the business of a competitor, of either such purchaser or seller.' . . .

"The elimination of the phraseology contained in the bill as originally reported and the substitution therefor of the phraseology in the form in which the bill was finally enacted strongly indicates that Congress did not have in contemplation the former character of competition but only the latter."

The court also analyzed the merchandising aspects of the case, and declared itself as follows:

" . . . We have no doubt that the Mennen Company had the right to refuse to sell to retailers at all, and if it chose to sell to them that it had the right to fix the price at which it would sell to them, and that it was under no obligation to sell to them at the same price it sold to the wholesalers. It did not discriminate as between retailers but sold to all retailers on one and the same scale of prices. And it did not discriminate as between wholesalers but sold to all wholesalers on one and the same scale of prices. There is nothing unfair in declining to sell to retailers on the same scale of prices that it sold to wholesalers, even though the retailers bought or sought to buy the same quantity the wholesalers bought."

The National Biscuit Case

Even after the decision in the Mennen case, however, and after the Supreme Court had refused the petition of the commission for a writ of certiorari, it was by no means certain that a manufacturer who adopted a similar policy might not run foul of the law. For, as frequently happens, the trade commission retained faith to a large extent in its own interpretation of the law, acquiesced only in part in the conclusions of the Mennen decision, and awaited a favorable opportunity to force the matter to an issue once again. This opportunity presented itself in the formal complaints and orders to cease and desist that were found against the National Biscuit Company and Loose-Wiles Biscuit Company in 1924.

Though the offense that was charged in these cases was essentially the same as in the Mennen case, the circumstances were different. Both baking companies

were in the habit of basing their prices to the retail trade upon a sliding scale of discounts, the amount of the discount depending upon the cumulative monthly purchases. Each company allowed discounts to chain stores varying according to the aggregate monthly purchases of all the stores comprised in each chain, but refused to allow similar discounts to the owners of individual retail stores who pooled their orders, and bought through a syndicate.

The commission found that this practice "gives to one class of retail grocers an undue advantage in competing with another class of retail grocers in the handling of respondents' products, which has the capacity to and does tend to substantially lessen competition and to create a monopoly in the retail distribution of respondents' products." Orders were issued, requiring the companies, among other things, to cease and desist:

Affirms Previous Decision

"From giving to purchasers operating two or more units of retail grocery stores of chain systems a discount on the gross purchases of all the separate units or retail stores of such chain system, where the same or a similar discount on gross purchases is not allowed or given to associations or combinations of independent grocers operating retail grocery stores similar to the separate units or stores of such chain system."

From this order of the commission the companies took an appeal, and again the court upheld the interpretation of the law expressed in the Mennen case. The cumulative discount policy of the companies, while it might lessen competition between the independent grocers and the chain store organizations, had no such effect upon competition between the companies themselves or with other baking companies; hence it was outside the prohibitions of Section 2. And in analyzing the merchandising aspects of the case, the court said:

"A pool is organized merely to buy and not for selling purposes. The manager of the pool, when it has a manager, merely buys as an agent or employee of the pool. He has no control over any of the various grocers in the pool. He has no financial liability. . . . The case is different when the sale is made direct to the manager of a chain unit. By pooling purchases the retail customers of the petitioners would afford no

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Taming the Prospect Who Has a Door-Slamming Complex

Special Messengers Delivering Advertising Book Ahead of Kelvinator Salesmen Pave the Way for Successful Interviews

By D. G. Baird

A PLAN that, in actual practice, has opened doors and secured a cordial welcome for the salesmen in 98 per cent of the homes of selected prospects, has gained entree for them into homes that could not be entered by the usual methods, and has made canvassing just a series of pleasant calls, has been worked out and introduced by the Kelvinator Corporation, of Detroit, and is now being employed by Kelvinator distributors and dealers throughout the country.

The Birth of an Idea

The plan, which will be outlined in detail below, was evolved from a facetious suggestion made by a Kelvinator distributor last spring. While in Detroit on business, this distributor visited the assembly plant of the Ford Motor Company and was very greatly impressed by the standardized methods employed there, particularly by the assembly line where cars grow from miscellaneous parts into the finished product as they are carried along to the workmen on a conveyor. Later, in discussing his problems with executives of the Kelvinator Corporation, he said something like this:

"There is no lack of buyers who are logical users of Kelvinator, either now or in the future; the trouble is, first, to get the salesmen, and second, to put the salesmen in contact with the prospects. It is easy enough, of course, to pick out people who ought to be prospects and hand their names to the salesmen with instructions to go out and sell them, but it is something different to get those salesmen to go out and call on those prospects on a cold canvass and for the salesmen to be able to

see the prospects after they have pushed the door bells.

"Now, if we just had a system something like Ford has of bringing the work to the men; if we could bring along a continuous supply of prospects all primed and ready for the salesmen, that would be just the thing!"

The remark was intended as a little joke, but it set the Kelvinator men thinking and led eventually to the adoption of a plan that is now called the "Open Door Campaign" because it has been so effective in opening the doors of prospects to the salesmen.

The "key" to these doors is a deluxe book, "From Cave to Kelvinator," a history of refrigeration, masterfully written and so handsomely prepared that it was one of fifty pieces of printed matter chosen for the permanent 1926 Graphic Arts Bureau exhibition of outstanding printed matter produced last year. The story traces refrigeration from the time when the cave man placed the remains of his kill in a cool corner of his cave, down through the days of Imperial Rome, when the emperors had slaves bring snow down from the mountains, then



The Kelvinator advertising plan has been found to open 98 per cent of the doors to which it is sent, and to yield 38 per cent of good prospects for sales of iceless refrigerators.

through the gluttonous Middle Ages, when spices became popular because they disguised the odor and taste of tainted food. The book declares that Columbus started in search of a shorter route to India chiefly because of the interest in spices, tells of the experiment with refrigeration that caused Francis Bacon's death, then leads on through the periods of the "root cellar," the spring, cured meat, the ice chest, the refrigerator, and finally, iceless refrigeration. It is a beautiful book and an absorbing story and Kelvinator is mentioned only on the last page.

The Kelvinator distributor or dealer orders for each salesman 40 "Cave to Kelvinator" equipments, consisting of a deluxe binder, two fillers, and two cardboard boxes, at a cost of \$1.47 each. He then takes a large scale map of his city, duplicate of which is kept at the factory, and blocks out the best residential districts in which his "ought to be prospects" are most numerous. With a city directory, he then takes one block or one street at a time and lists the name and address of every resident on a white card.

A Special "Message" to Buyers

He then daily selects ten prospects for each salesman, hires a Western Union or Postal Telegraph messenger boy, and delivers one of the "Cave to Kelvinator" books to each of these ten prospects. The boy is instructed to make no remarks and answer no questions; he is merely a messenger boy, delivering a parcel. The prospect signs for the parcel and this receipt is returned to the dealer. Accompanying the book is a letter, on the dealer's stationery, addressed personally to the prospect and reading something like this:

We have received a few copies of a very handsome book which in very interesting fashion, tells something of the history of refrigeration.

We want you to see one of these copies and so are taking the liberty of sending one to you.

Unfortunately, on account of the very limited supply which we have on hand, it will be necessary for us to ask that we may have this particular volume back. In order that there may be no bother attendant upon its return, we shall have one of

our men call for it at your home some time within the next week, after you have had an opportunity to read it.

We trust that you will enjoy looking over its pages.

The next day the messenger boy delivers ten more books for each salesman, the third day, ten more, and so on.

On the fourth day, the dealer hands the names of the first ten to whom the books have been delivered to the salesman and tells him to pick up the books. They have been charged to the salesman at \$1.50 each and it is up to him to get them back, or give a mighty good reason why not, in order to cancel that charge against him.

These ten books are immediately sent out to ten other prospects, and so the plan is continued, day after day. When the books become soiled, they may be cleaned with art gum or new fillers may be inserted in the binders. Used this way, a book usually is good for 40 to 50 trips.

The Salesman's Follow-Up

The salesman is thus given something definite to do, at a definite time, and the dealer has positive assurance that the salesman did see the prospect designated, because he brings the book back with him. It has been found in practice that a salesman can pick up ten books in the morning and use his afternoons for "call-backs."

The salesman's mission at this time is to enter the home, make a pleasant impression upon the prospect, pick up the book and, if possible, see the refrigerator and make an appointment to call again when the husband will be at home. Kelvinator is not a "one-call" product and it is not expected that a salesman will close very many sales at the time he picks up the books. The chief purpose is to get acquainted, make a favorable impression, find whether or not the "ought to be prospect" really is one, and if so, make an appointment for some definite time.

An actual check-up with this campaign shows that of the prospects taken from a properly selected list, 98 per cent of those to whom the books were sent had their doors open to the salesmen

and gave them a cordial reception when they called, 72 per cent were possible buyers, and 38 per cent were good prospects. It cost \$14.97 to reach 100 prospects in this way, which figures out 15 cents per delivery, 20 cents per possible buyer, and 40 cents per good prospect. Theoretically, therefore, a salesman should pick up 250 books a month, at the same time securing 180 possible buyers and 95 good prospects.

The names of these prospects are sent to the factory, where a duplicate map is kept and posted weekly, and the factory sends one letter to all possible buyers and three letters to good prospects. The mailings are charged for at 7 cents each.

A Five Dollar Selling Expense

Experience proves that one of every four good prospects becomes a purchaser and that the total expense per sale is approximately \$5, or less than two per cent.

A few actual examples of experiences in the field will illustrate how effective the plan has proved.

In Detroit, a member of the sales promotion department of the factory selected thirteen names of residents of a "millionaire's row" and tried three methods of gaining admittance: A straight canvass, a method called the "thermometer plan," and the "open door" plan. He failed to gain admittance to any one of the thirteen residences by means of either of the two first plans. He got into nine of the thirteen when he used "Cave to Kelvinator" and within a month, four of these voluntarily came to the salesroom.

On a test made in the same city, of 312 books sent out only three were refused.

In one small town, the Kelvinator dealer is a hardware merchant who has been in business there for more than fifty years. He objected to introducing the "Open Door Campaign" on the grounds that it wasn't necessary for him to use any such method to get into the homes; he knew everybody in town and if he cared to call at their homes, he would be welcomed. It

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Some Current False Notions About Advertising

Why Advertise When Oversold? How Do Advertised Goods Compare With Unadvertised Goods? Can Anyone Write Advertising?

By Frank LeRoy Blanchard

Director of Public Relations, Henry L. Doherty and Company, New York City

AMONG retail merchants there is prevalent the fallacy that advertised goods are no better, and in many cases are inferior, to goods that are not advertised. The unsoundness of this will soon be apparent to anyone who will give a few minutes' thought to its consideration. Advertised merchandise, the product of a national distributor, must be of a standard uniform quality if it is to be successfully marketed for any length of time.

The public is quick to discover the merits or the demerits of an advertised article. If it is no better in quality nor cheaper in price than a similar article that is unadvertised, people will soon find it out and cease to buy it. The manufacturer himself knows, or ought to know, that advertising cannot be continually employed to sell inferior merchandise at first-class prices, for the experiment has been tried many times and has always resulted in failure and a waste of money.

Must Keep On Advertising

In order to achieve permanent success, a manufacturer must keep up the quality of his product after it has been established in public favor through advertising. He cannot, for the purpose of making more money, substitute inferior materials or workmanship and still retain the volume of business he has developed.

Probably the most popular five-cent cigar ever sold in America was the Cremo. It was more widely advertised than any cigar in the market. The sales were so great that a dozen large factories

could not turn them out fast enough to keep up with the demand. It was when business was at the peak that, either through choice or necessity, a poorer grade of tobacco was substituted in the manufacture of the cigars.

Smokers were not slow in discovering the change in quality and changed to other brands. The demand for Cremo cigars rapidly fell away. The factories one after another stopped making them and in a very short time one or two were sufficient to supply all that were needed by the trade. Advertising could not save the fate of the cigar when its quality deteriorated.

Better Quality for the Same Money

Later on, an attempt was made to regain the good-will of the public that had been built up through the million dollars invested in advertising by putting out a cigar of excellent quality called the New Cremo, but smokers, remembering their former experiences, would not have anything to do with it and the brand long since disappeared from the market.

A survey recently made by the National Trade Association showed that 87 per cent of the people buy advertised rather than unadvertised goods, when both are the same price. A manufacturer who advertises can afford to give better quality for the same or less money than manufacturers of unknown brands, because the volume of his sales is larger. The more merchandise he sells, the lower the cost of production, because in buying raw materials in large quantities he pays less for them and can maintain production at the full capacity of his factory. Therefore he can either give better quality or

sell for less money than the manufacturer who does not advertise.

A misconception prevalent among manufacturers, who have developed a large and profitable business by the aid of advertising extending over a considerable period, is that their advertising can be discontinued without materially lessening the volume of business it receives. In the case of an article that is on sale in practically every grocery or dry goods store in the country, it seems reasonable to believe that the discontinuance of the manufacturers' advertising which has been carried on for years would have no marked effect on the size or number of orders sent in. The product is so well known and so widely used that it looks like a waste of money to continue to advertise it. Wouldn't it be better to cancel all advertising and give the money it would cost to the stockholders?

Who Can Write Advertising?

So thought the manufacturers of Pyle's Pearline, one of the best-known cleansers on the market, when, in 1907, they cut out all advertising. Pearline could then be bought at practically every grocery store in the United States and nearly every housewife used it. After the advertising stopped the great business that had been built up through publicity and intelligent management began to fall off, and seven years later Procter & Gamble purchased what was left of it at their own figure.

Day & Martin, one of the oldest and most famous firms in England engaged in the manufacture of shoe polish, was recently compelled to close out its business. In explanation of this action the

From an address delivered before the Advertising Council of the Chicago Association of Commerce.

managing director said that the sale was forced upon the owners because "we did not keep up our advertising." When a firm or company gets the idea that its product is so well known that it does not need to continue its advertising, it takes the first step toward bankruptcy.

Forty years ago the most widely advertised and the most popular preparation for relieving rheumatism and other exterior muscular pains was St. Jacob's Oil. No druggist felt that he could keep store without it. Everybody, or nearly everybody, had a bottle on his closet shelf ready for an emergency. When Charles Vogler, the owner of St. Jacob's Oil, died, his

widow called in a banker to settle the estate. When the latter, in examining the books of the concern, saw the large amount being spent for advertising, he cut out the appropriation on the ground that advertising was an unnecessary expense. There was no change in the quality of St. Jacob's Oil for several months, but by the end of the year the sales had fallen to a point that alarmed the banker, and at the end of the second year he was frightened at the loss of sales. Some advertising was then done, but it came too late to stop the downward course of business and gradually St. Jacob's Oil disappeared from druggists' shelves.

Advertisers in local fields who have been successful are even more numerous than those who have made fortunes in the national field. They are found in every community. Who are the leading merchants in your own city? Go over the list carefully and you will find that nearly all of them are advertisers. If advertising did not pay, do you think they would continue year after year to pour millions of dollars into the pockets of the newspaper publishers for advertising? In view of these facts it is silly for any intelligent man or woman to claim that advertising does not pay. The merchants and manufacturers of America are investing a billion dollars a year in

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The Men on This Week's Cover

ADRIAN D. JOYCE (seated) is another former salesman and sales manager whose sales and organization ability has brought him to the top of an internationally known enterprise.

His first experience as a salesman was with Swift & Company; later he entered the paint and varnish business; his sales were phenomenal from the very start, but his sales ability was coupled with a marked degree of leadership which made him a highly successful branch manager for one of the largest paint companies in the world. From branch manager he was promoted to the position of sales director.

In 1917 Mr. Joyce and his associates bought control of the Glidden Varnish Company, whose principal product was Jap-a-lac. He immediately reorganized the company and brought about a national merger of various paint companies, including Health and Milligan, Adams and Elting, Twin City Varnish Company, Campbell Paint and Varnish Company, Nubian Paint and Varnish Company and others. The Glidden Company under his leadership has reached an outstanding position in the industry, having brought out several revolutionary products in the past few years.

Mr. Joyce is essentially a salesman; although his administrative duties require most of his time, nothing pleases him more than an opportunity to close a difficult sale or contract.

At the left of Mr. Joyce in the cover picture is Mr. O. A. Hasse, vice president and director of sales, while at the right stands Mr. R. W. Levenhagen, vice president and director of production. Both Mr. Levenhagen and Mr. Hasse have been associated with Mr. Joyce for many years, both men having started in the paint and varnish business at the bottom, their experiences covering every phase of the industry.

What Will Become of the Wholesaler?

A Review of the Troubles of the "Middleman" and an Outline of Some New Constructive Policies Which May Prove His Salvation

By O. H. Cheney

Vice-President, American Exchange-Pacific National Bank, New York City

THOSE who believe, under our present economic system, that we could eliminate the wholesaler entirely, would cry "Yes" to Tinkerbell's question in "Peter Pan." They must believe that our manufacturers would put the big crates of silk, soap, or toothpaste out on their doorsteps at night and in the morning we would find what we needed in our clothes closets, kitchens and medicine chests—the work of the good little fairies.

Is the Wholesaler Scared?

Of course, it is not really a case of choosing between the kindly, winged creatures and the wicked, parasitic wholesalers. Other methods have been devised—new ones are being devised almost every day—for delivering the goods to us without the supernatural powers of the "gude folk" or the mundane aid of the wholesaler. Chain stores, mail-order, house-to-house canvassing, manufacturers' specialty salesmen, retailers' group-buying—these are only a few of the leading methods of dispensing with the wholesaler. But in spite of such modern competition, the wholesaler continues to exist in many fields. Also, it should be remembered that where these methods are being adopted, the wholesaler may be crowded out but his functions are not being abolished—they are simply being taken over by other factors in the industry. The costs of warehousing, financing, selling and delivery cannot be escaped. Furthermore, these new methods of distribution have by no means proved themselves to be the ultimate in economic perfection.

But the fact remains, whether or not we believe in the wholesaler, he is being vigorously crowded; whether or not he believes in

himself, he is scared. Hardware, groceries, drug store products, clothing commodities, household devices—these are only a few of the principal lines in which the wholesaler realizes his danger. In some cases he is acting like a weather-vane in a cyclone. In others he is steadying himself and joining with those whose interests lie in the same direction.

In some lines, like hosiery, for instance, many wholesalers seem at a loss which way to turn. In others, like hardware, we find the national trade bodies of manufacturers, wholesalers and retailers joining in the formation of a National Hardware Council to study the truth and to act to strengthen the interests of all against the competition of the mail-order house, the chain store and the house-to-house canvasser.

Why the Ice is Thin

The troubles of the wholesaler are not due to the fact that the world does not need him—but that there is no place for a bad wholesaler. Unlike the Indian of the old saying, a few years from now the only live wholesaler will be the good one. And the only good wholesaler will be the "live" one.

Why does the wholesaler find himself so generally in a precarious position? Each line has its own causes and each individual probably has his own in addition. Most frequently he will ascribe his troubles to:

a. Years of constant criticism by business men, economists, government officials, legislators and consumers, all insisting that the wholesaler is a useless and costly middleman.

b. The growing feeling by manufacturers that they can sell more, make more profits and control their outlets better by selling direct to retailers.

c. The growing feeling by some manufacturers (and wholesalers) that they can reduce overhead, cut prices and increase sales by eliminating the retailer and selling direct to consumer, either by mail or through canvassers.

d. The growth of the chain store idea—the ability of retail outlets to buy direct from the manufacturer on an even better price basis than many an average wholesaler.

e. Group-buying by independent retail outlets, as in the department store and grocery fields.

f. Hand-to-mouth buying by retailers, which tends to leave the wholesaler "holding the bag."

g. Speedier deliveries due to better railroad service and factory-to-store service by trucks, which in many cases bring the manufacturer almost as close as the wholesaler to the retailer.

What is the wholesaler's answer to these charges, new developments and overt acts against him? He says (or rather he could say, as some manufacturers are saying for him) that:

The Wholesaler's Defense

1. The wholesaling functions of selling, warehousing and financing are still necessary—in some ways even more so now than ever.

2. Instead of being a distribution expense the wholesaler is an economy as he can distribute the products of a large number of manufacturers to a greater number of retail outlets.

3. The manufacturer will realize, and in some cases is already realizing, the high cost of direct selling to the retailer—the great expense of maintaining branch offices and warehouses; of keeping a sales force and backing it with national advertising; filling many small orders; collecting many small bills; extending credit.

Reprinted from "Commerce and Finance."

4. The retailer will realize, and in some cases is already realizing, the high cost of direct buying—the difficulty of getting service; interviewing many salesmen; placing of innumerable separate orders with many manufacturers instead of one order with one wholesaler; receiving many shipments and paying many bills; badly balanced stocks because each manufacturer is interested in selling as big an order as possible—as against the disinterested, helpful, all-around advice of the wholesaler.

5. The direct-to-consumer manufacturer will realize and is in some cases now realizing, the growing difficulty and expense of training and keeping canvassing forces up to strength. Many who have entered this field are now finding the limitations of the type of product which can be sold in this way and the markets which can be effectively and economically reached.

Wholesaling in Automobiles

6. The mail-order houses have long ago found similar limitations to their operations. There is more than passing significance in the recent entry of some of the large mail-order houses into the retail store field.

7. Chain store systems have grown so rapidly that they are beginning to crowd each other out. Their warfare is making profits less certain. The independent retailer (the wholesaler's customer) is coming back stronger than ever because he has learned to be a better retailer and to convince his customers of his advantages.

8. Group-buying requires the establishment of a buying organization, which means expense and necessary experience—which the wholesaler already offers.

9. Transportation service is speedier—but it is also dearer, especially on small shipments. As long, for instance, as the shoe retailer and customer are willing to pay shipping costs on small lots sent by parcel post from the factory, the wholesaler loses his argument. But there may come a time when the nearby wholesaler's stocks, without high freight charges in the cost, may become very desirable and useful.

It is indeed interesting to observe, while the economic prophets have been predicting (and so often correctly) the passing of the wholesaler, that the wholesaler has become a factor of some importance in the last few years in a comparatively new field—the automobile industry. It is true that the conditions which led to this development are peculiar to the automobile industry but they are of general significance. A few years ago the factory branch idea was an important element in the machinery of automobile distribution—many of the largest manufacturers controlled sales in the more populous centers through subsidiary sales companies. Outside of these, cars were generally sold through exclusive agents. There followed a tendency towards abandoning the factory branch and divorcing production from sales. In the meantime, with demand and financial responsibility increasing, the single salesroom in a large urban territory became inadequate and branch offices were located in various parts of the cities and suburbs. There has, however, been a tendency for the metropolitan distributors to give up their own branches and to turn over parts of their territory to other agents. The original distributors have thus become wholesalers and receive a regular wholesaler's profit on all cars sold by the retailers in their territory. There are some signs, it is true, of a return to the factory branch idea because of the intensity of competition and the necessity for closer control and combining of territory. Of course, the factory branch performs every function of the wholesaler.

What Is the Solution?

The automobile industry has always been perverse to the theoretical economists, but such a wholly "uneconomic" system of middlemen must be discouraging.

Give any economic institution enough rope and it will either hang itself or anchor itself. In the long run the wholesaler may be economically vindicated—but before then his creditors may have had to meet. Under many conditions, the wholesaler may be really a most economical medium of distribution

—but he must prove it. The apparent logic of "save money by buying direct" is very appealing until it is thoroughly analyzed. And all the best tricks of modern promotion and sales exploitation are on the other side—so that the wholesaler may have to do a lot of proving.

What can the wholesaler do? He has, for example, the following courses open to him—some of which, in some lines, he has already chosen and others which he may perhaps come to test in the next few years. His primary functions remain, of course, warehousing, financing, and selling, and within these functions there appear to be a wide range and variety of possible developments.

A. He may seek to control the source of his goods and to meet manufacturer competition by setting up manufacturing in addition to his wholesale business. This is becoming common in the grocery field.

The Middleman's Salvation

B. He may seek to control his outlets through ownership or control of a chain of retail stores—to handle either all or part of his volume. This, too, is becoming frequent in the wholesale field.

C. He may seek to strengthen his position with regard to the manufacturer and the retailer by developing his own brands. This "private brand" idea has been a subject of bitter controversy, particularly in the grocery field, for many years and, with much justice, the specialty producers of packaged foods have accused the wholesalers of working against their interests while presumably acting for them.

D. He may cut down expenses by relinquishing to some degree one or another of his functions. The grocery field, which is a battleground of modern merchandising methods, has seen some interesting developments along this line. The "cash-and-carry" wholesaler has given up service and treats the retailer in the same way as the chain store treats the customer—if the retailer wants to buy hand-to-mouth and buy cheaply, he can, in some territories, send a

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When the Newspaper Advertising Man Says "Sign Here"

Some Points of Comparison to Help You Decide Which Paper is the Best to Carry Your Advertising Campaign

By a Member of the Dartnell Editorial Staff

THE sales manager had submitted the list of towns where the new advertising campaign was to be run. After months of travail, tryouts and changes in plans, the campaign was about ready for release. Big space was to be used in sixty-odd cities for twenty-four insertions—twice a week for twelve weeks.

Two tentative lists of newspapers had been made up: one submitted by the sales manager, based on his knowledge of the various towns, and one from the advertising manager, based on his knowledge of the papers, fortified by a vast amount of study of rate cards, surveys, reports, and not a little time given to newspaper advertising solicitors.

When Opinions Reach Deadlock

The third list was to come from the agency after a careful consideration of both the sales manager's and the advertising manager's recommendations. In practically all of the more important markets, the sales manager had made definite recommendations; repeated visits to the various towns had helped him form very definite opinions regarding the newspapers in the various towns.

The list submitted by the advertising agency differed considerably from either the sales manager's or the advertising manager's list. The advertising manager readily agreed to the changes, but the sales manager was not so easily handled. He had his own ideas about the kind of newspapers which should be used.

The better part of a morning passed in conference without a decision. The sales manager, the advertising manager and the two men from the agency considered

newspapers in various towns, discussing differences of opinion concerning the recommended newspapers, without reaching any definite conclusions regarding any of the papers on the three lists.

The sales manager had listed the papers which he read in the various towns he visited. In towns he had not visited, he had selected the papers of which he had heard. It seemed that he had rather vague ideas about some of the papers, but he was none the less insistent that his list be used. He knew conditions in various towns, knew the trade and knew what papers his salesmen read. He contended the salesmen would offer the maximum of cooperation if the campaign ran in newspapers they preferred.

Seeing that the conference would end, as so many conferences do, in a deadlock, the agency man decided to take the bull by the horns and risk the danger of making the sales manager angry by asking him a lot of questions. He deliberately planned to "show up" the sales manager and bring him to realize that selecting newspapers is more than a matter of being guided by personal preferences.

How One Paper Was Studied

"Now let us take a specific paper on our list," said the agency man. "We selected that paper for certain very definite reasons. We believe that reader interest is one of the prime essentials for a paper that brings results. We have studied this paper over a period of years. It invariably has more letters from its readers than any other paper in town. It has the smallest percentage of subscriptions in arrears for six months of any other paper in its field.

"Its news service is the very best; a study of the paper shows that its staff men and special news services cover all the news events of the world. It has a high standard of typographical excellence. For example, its first pages are considered models for other papers. It is neither conservative nor sensational in its treatment of the news. When a big piece of news is in the air, it isn't afraid to smash it clear across the front page, yet when there is no big news current, its front page is never cluttered up with sensational headlines merely to sell papers.

Check-Up Tests for Mediums

"Its advertising pages are carefully made up, giving every advertiser a fair showing; advertising is carefully censored and there is no danger of your advertisement running alongside of a consumption cure, or a fake mining company's offering of worthless stocks.

"This paper is used by leading advertisers in your line as well as the leading advertisers in nearly every other line. It leads the field in foreign advertising, yet at the same time the volume of department store advertising is about the same as the other papers. So you see we are not running counter to the experience of other experienced advertisers both local and national.

"But we did not come to a decision on these facts alone. We have compared rate cards of every other newspaper in the field and have found this paper's rates to offer the best 'buy' from several different angles; it offers a thousand readers at a lower per page rate than any other paper in the field—in other words, it will cost you less to reach a thousand readers with a page of advertising in this paper than in any other paper in its town.

"We have analyzed its circulation by wards, suburbs, and counties. From the circulation statement we know just where every copy of the paper goes, and by directing our sales efforts to parallel this circulation, not only in the city but in the suburban and country districts surrounding the city, we can obtain the maximum of distribution and dealer cooperation.

"Our past experience with this paper has proved that it has a powerful influence with the dealers and jobbers. The surveys furnished by the promotion department have been found accurate; maps, route lists for salesmen, letters to the trade, lists of best locations for window displays and solicitation of tie-up advertising are all a part of this paper's regular cooperation which we can count on, plus any special service that is needed, so long as it is legitimate.

The Dangers of Prejudices

"Now if you will take one of the papers on your list and analyze it as we have this one, I doubt if you will find your paper comes up to the one on our list. The paper you chose reaches a small selected clientele. You buy it either for the market page, for its general editorial excellence and conservative treatment of all the news. But you must remember that if we depended on people like you to buy our product we would be lost. You are one of a comparatively small group of discriminating, well-to-do people; you are not typical of the people we are trying to reach. So it is not practicable to confine our message to your group, and that is exactly what we would be doing if we depended on your paper to cover this market."

The sales manager was reluctant to admit that he had allowed his personal preferences to weigh so heavily in making the decision. But he finally saw his error. Town by town the entire list was revised. In some towns two or more papers were used where one did not seem to give ample coverage. In other towns one paper was deemed ample to cover the entire market. The campaign proved successful and everyone was happy. What

would have happened if the wrong papers had been used cannot be predicted, but the fact remains that the list as it was finally made up comprised the papers that offered the most for the money, even if some of them were not papers which the advertiser himself would read regularly.

This little story is nothing but a bald account of what happened during the planning of a successful newspaper campaign. It is typical of what happens hundreds of times every year. Too often the lists that are made up from some one's personal prejudices or impressions of newspapers are allowed to go through unchanged. There is always someone who is responsible for a newspaper campaign who is capable of selecting the right papers, but in many cases the selection is left to the wrong man.

As a guide in selecting the right papers, the following list of points taken from a chart compiled by the Kelly-Smith Company will be found helpful:

Three methods of comparisons are used in the chart—a comparison of effectiveness, a comparison of rates, and a comparison of cooperation. In comparing a newspaper's effectiveness the following points must be considered: influence with subscribers, which is determined by reader interest, news service, physical appearance, contents, advertisers, and policy. The reader interest may be gauged by the number of subscriptions which are more than six months in arrears, and by the readers' responsiveness.

Three Points of Rating

In comparing rates, the following points should be considered: the local, and national rates, cost of space, and length, breadth, and quality of circulation, as shown by net paid distribution in street sales, home delivered sales, and the number of editions. Where the paper circulates is another important question. And last, but by no means least, the question of how the circulation was obtained must be considered. Was it obtained through a ridiculously low subscription rate, through premiums, clubbing offers, or contests?

The matter of cooperation with the advertiser is another vital factor in determining what papers shall go on a list. What does the paper offer in the way of market analyses, route lists and maps, and true reports of competition? Can its solicitors be depended upon to sell tie-up advertising to the local dealers? Will the trade be advised of the campaign? And if so, will it be through personal calls or letters? Does it publish a retail trade paper? What will be done to help obtain window displays? Will men from the newspapers introduce salesmen to retailers or jobbers?

This guide, if properly followed, will prevent anyone from putting a newspaper on the list simply because of personal preferences or preconceived ideas. It is a safe rule to check all the points against every newspaper's claims. Careful consideration of these points may mean the difference between a mediocre success and a thoroughly successful campaign.

New Executives Added to Copeland Staff

At a recent meeting of stockholders of the Copeland Sales Company, representing Copeland Products, Inc., Detroit manufacturers of electric refrigerating systems, President William Robert Wilson announced the following additions to the executive staff:

George W. Mason, formerly general works manager of the Chrysler Motors Corporation, has become identified with the Copeland organization as vice president and general manager; W. D. McElhinny joins the organization as vice president in charge of sales, coming from the Frigidaire organization, where for the last two years he has been sales manager in charge of the commercial division; Thomas J. Little, Jr., formerly chief engineer of Lincoln division, Ford Motor Company, has become vice president in charge of engineering and development; he is also president of the Society of Automotive Engineers; C. W. Hadden, formerly general sales manager of the Velie Motors Corporation, has been appointed to the executive staff.

Washington Hears Testimony For and Against Price Fixing

Proponents and Opponents of the Kelly-Price Maintenance Bill Present Arguments at Two-Day Hearing Before House Committee

SPONSORS of the Kelly-Price Maintenance Bill told the House Committee on Foreign and Interstate Commerce that there was no consumer opposition to the enactment of a measure which would permit the producer or manufacturer of a trade-marked article to fix a uniform price for its resale and in this way restrain price cutting on standard products. The proposed bill, according to the testimony they presented at their hearing April 22, would lessen rather than increase the possibility of setting up monopolies, would mean greater competition and would "stimulate the natural growth of business and enterprise" by allowing manufacturers' competition to fix a fair resale price which could not be cut by retailers.

National Grange Opposes Bill

In the concluding public hearing on the measure April 23, opponents of the bill refute the testimony given on the previous day by pointing out where there was great consumer opposition to the bill and citing many cases to prove where resale price-fixing is contrary to the public policy. A. M. Loomis, who appeared in behalf of Dr. T. C. Atkeson, Washington representative of the National Grange, reported that about one million farmers from thirty-two states were represented in the Grange and were vigorously in favor of drastic prohibition on price-fixing or maintaining contracts, either actual or inferred. The organization, he stated, stands firmly against the Kelly Bill, and to win its support the bill would have to be reversed and provide the exact opposite.

"The statement was made that there is no consumer opposition to this bill," said Mr. Loomis. "I want to record the opposition of

the National Grange, which is composed of consumers and which is against this bill because it seems to be giving to a limited few a monopolistic control."

Chester H. Gray, Washington spokesman for the American Farm Bureau Federation, was given permission to enter a similar protest against the bill in the committee's record.

Department Store Men Testify

Other witnesses included Edward E. Wise, attorney for R. H. Macey & Company, New York retail merchants, and formerly attorney for the Retail Dry Goods Association, and Ralph C. Hudson, of O'Neill and Company, retail merchants of Baltimore.

Tracing the history of anti-price fixing and maintaining legislation, Mr. Wise cited a long list of United States Supreme Court decisions to substantiate his contention that contracts or agreements for maintaining prices are contrary to public policy. Thirty states have statutes prohibiting combinations to fix or maintain prices, according to Mr. Wise, who insisted that in enacting the Kelly Bill, Congress would exceed its authority by attempting to control goods which have ceased to move in interstate commerce. Since the right to regulate goods on retailers' shelves is strictly intra-state commerce between retailer and consumer, a federal law which would attempt to validate the practice would be unconstitutional.

"When this committee is asked to recommend legislation that would destroy the Sherman Antitrust Law, it should proceed with great caution," he warned. "It should not be satisfied with listening to mere statements, not given under oath, but should be vigorous in securing facts by searching cross-examination. It should

develop that the remedy suggested is not more comprehensive than the wrongs complained of."

Another representative of R. H. Macey & Company, Vice President Percy F. Straus, entered a strong protest against the Kelly Bill on behalf of the tens of thousands of people who come to the store. "We are much closer to the consumer than the manufacturer is," he stated, "and we very carefully study the needs of our customers. We understand them better than the manufacturer does, we think, and for that reason we are better merchants than the manufacturers are."

Not Against Advertised Goods

Taking exception to the statement of W. H. Crighton Clarke, counsel for the American Fair Trade League, that opponents of the bill "want to punch a hole in the good-will tank of the manufacturers of trade-marked goods and drain it into their own advertising," Mr. Straus declared emphatically that he was not arguing against nationally advertised goods. "This is no attempt to indict manufacturers for unfair practices, but we do not consider changes of this kind to be good merchandising.

"Any retailer, no matter what his size, can be forced to sell merchandise if it is sufficiently advertised," he continued. "If a certain percentage of our trade asks us for goods of an advertised brand, we must furnish it or they will go elsewhere. This is a thing that those in favor of the bill do not like to admit, for their admission would indicate the power that this bill will give them over the retailer. If the manufacturers would co-operate fully with the retailers, legislation would be unnecessary."

The contention of proponents of the bill, that chain stores and department stores are forming a

distributors' monopoly which is menacing the small manufacturer and retailer, was ridiculed by their opponents. As Mr. Straus expressed it, that there is no danger from monopolies is self-evident, because the retailers do not own or control the source of supply, and without such control monopoly is impossible.

Characterizing the bill as a means of "legalizing a method of commercial suicide," Ralph C. Hudson explained that price-cutting has no place in the policy of O'Neill and Company. His organization is considered as a purchasing agent for the people in its community, sending out buyers to practically all markets to find the goods that customers want. The bill, he mentioned, was based on the supposition that the retailer is the agent of the manufacturer.

The Chain Store Question

Mr. Hudson scouted the possibility that chain store systems are a menace to independent retailers and cited the popular five-and-ten-cent stores as an example of chain stores which fill a distinct place in merchandising. On the previous day William H. Ingersoll, merchandising manager of the company which formerly made Ingersoll watches, had made the assertion that chain stores create a false impression of value but do not on the whole sell their products cheaper than the individual merchant. He asserted that the chains were a new and dangerous form of monopoly, since goods could not be placed before the public without the interest of two or three large chain systems. Mr. Hudson, on the other hand, showed that instead of taking business away from other established merchants, such chains created business which did not exist before their advent.

Manufacturers' rights not only to fix uniform resale prices but to enforce maintenance of such prices by the retail trade ultimately will be established by the courts and not through legislation by Congress, according to the prevalent opinion. The manufacturer's right to suggest a standard resale price for his product and to choose his

own customers have been recognized through successive court decisions. The right to enforce maintenance of such resale prices by securing the cooperation of dealers and employing salesmen to report price cutters, however, is still withheld under the decision of the United States Supreme Court in the Beechnut Packing Company case.

Sidney M. Colgate, president of Colgate & Company, stated that because of having its own effective sales plan his company was not directly interested in the impending legislation, but "he believes the legislation should be adopted in the interest of others." The question of price-cutting was the keynote at the recent convention of the National Supply and Machinery Distributors' Association, where it was pointed out repeatedly that manufacturers can now legally prevent price cutting by refusing to sell to those who did it. One of the speakers at the convention, however, stated that "the Sherman law forbids price fixing by any association of manufacturers, but it should be amended so that a manufacturer can prevent price cutting on his individual product."

Taming the Price Cutter

In the case of the Federal Trade Commission against the Toledo Pipe Threading Company, Circuit Judge Denison held that the distinction made between a manufacturer's legal right and enforcing that right has no basis in sound reasoning. Three methods which might be used in seeking the cooperation of dealers in making effective a resale price maintenance policy, attacked by the commission but upheld by the court, were: Manifesting to dealers an intention to act upon all reports of price cutting; informing dealers that price cutters reported would be refused further sales, and employing salesmen to investigate charges of price cutting and advising dealers of that fact.

This policy, according to Judge Denison, "represented the irreducible minimum of means by which one who adopts the policy of not selling his goods to price cutters may endeavor to maintain

that policy and the inevitable degree of cooperation naturally and selfishly coming from dealers who uphold the system."

Representative Kelly, sponsor of the price maintenance bill, gives nine points in favor of the proposal, as follows:

1. A fair price is always fixed by the competition in the goods. The bill does not apply to any monopoly.

2. Where there are two or more manufacturers making one product, the competition between them would fix a price fair to the consumer.

3. It recognizes the principle that the maker of the goods is best prepared to fix what is a fair price at resale. This is the cost of production plus a reasonable profit to the manufacturer and to the distributor.

Kelly's Case for the Bill

4. It would lessen the distributing cost, as at present a manufacturer cannot control prices except through a very costly sales agency or consignment system.

5. It means greater and not less competition in all trade-marked goods.

6. It would prevent the malignant price warfare in products now customary, and which have caused some dealers to refuse to handle price-cut goods.

7. It would hinder monopolization of merchandise. The general store system is a threat to the public because tending to monopolize trade.

8. It would place business on a more honest basis, because cut price stores could not use nationally advertised goods as bait to attract to their stores people to whom an effort is made to sell other and often inferior merchandise affording a greater profit to the seller.

9. It would stimulate the natural growth of business and enterprise.

These nine points of relief that would be given producer, dealer and consumer, according to Representative Kelly, would also eliminate the distributors' monopoly now held by chain stores and department stores. This monopoly

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What Advertising Did For an Ugly Duckling Product

Package Unit, a Counter Display and Business Paper Advertising, Double Sales on Sandpaper for Wausau Abrasives Company in One Year

By Bruce Crowell

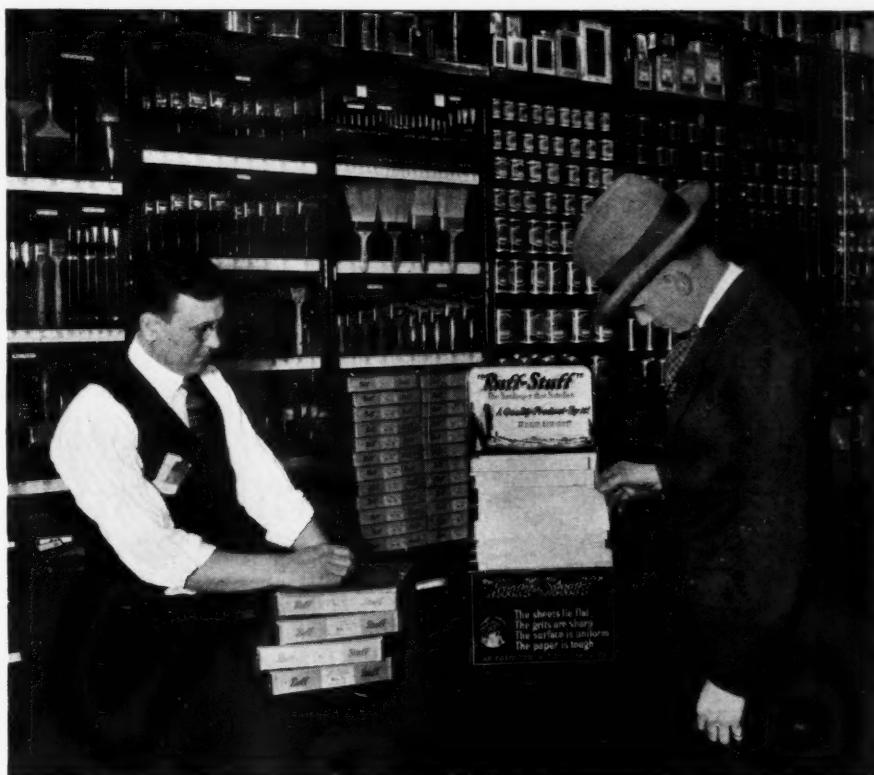
AFTER having occupied, for many years, a position as more or less of a neglected nonentity in the hardware and paint trade, sandpaper not only has broken into national advertising on a broad scale, but has attained the dignity of dealer display, and the old hay-wire bale has been succeeded by unit packaging. And all of this sudden elevation in standing has taken place within the short space of one year.

The Wausau Abrasives Company of Wausau, Wisconsin, makers of Ruff-Stuff brand, was the first to introduce dealer displays in the sandpaper business, according to P. W. Sawyer, president of the company. So important was this innovation that it was widely copied by competitors and it, together with the later development of a unit packaging plan, is now a feature common almost to the entire industry.

Sales Double in One Year

Sales of the Wausau Company doubled in 1925 after the introduction, in February of that year, of the dealer display plan for Ruff-Stuff. And behind this 200 per cent increase in sales lies a story with a number of interesting angles.

Even though a small firm, comparatively speaking, the Wausau Abrasives Company has been a consistent trade paper advertiser since 1915. The appropriations have been small, but have steadily grown until the present year's expenditure represents a 100 per cent increase over the amount invested five years ago. This advertising has appeared in the half dozen or more trade papers which touch the fields to which sandpaper is sold, and it has appeared the year



around, not spasmodically, steadily carrying the Ruff-Stuff message to retailers.

The result was that when the company worked out a new and practical plan for getting display space on the dealer's counter for a product which had always been stuffed away in some odd drawer, and strongly featured this plan in their trade paper space, they cashed in not only on the immediate effect of the advertising, but on the cumulative effect they had been building up for so long before.

Picture, if you will, the old bale in which sandpaper used to be sold to the hardware and paint jobbers—the clumsy bale bound tightly with hay-wire. Immediately after the wire was taken off, the paper began to curl. When the jobber had an order to fill, he always had

a battle with the stubborn sheets as he tried to flatten them out and pack them. Handling sandpaper was frankly a nuisance.

When the retailer had dumped his sandpaper stock into a bin somewhere, it soon became a tangled mess with the various grits hopelessly mixed. The customer bought his nickel's worth or dime's worth, and went on his way.

In February, 1925, full page advertisements in the trade papers announced a counter display case with upright compartments designed to hold standard size sheets of eight grades of grit. This case was given to the retailer with a one-ream assortment of paper. It was an attractive lithographed device showing, on the front, the brand name, and a simple summary of the sales points for the product: "The sheets are flat; The grits are

sharp; The surface is uniform; The paper is tough."

Within a year, according to Mr. Sawyer, nearly half the retail hardware stores in the United States adopted the case. It so increased the sale of Ruff-Stuff that retailers began to order by the half and quarter ream of each grit instead of in quires or half quires as they had ordered for so many years before.

Nothing but trade paper advertising was used to sell the idea to merchants. The company's salesmen call on very few of the retail outlets for their paper.

The success of the counter display idea showed that jobbers and retailers were eager to adopt any idea which might mean greater convenience in handling the goods. So, in January, 1926, the unit package plan for sandpaper stocks was announced. This consisted of a stout cardboard box for each grit, a box holding 100, 75, 50 or 25 sheets, depending upon the coarseness and bulk of each grit.

Adopt Unit Package

Thus was swept away the old quire and ream "count," and a new plan put into operation which meant greater convenience to both jobber and retailer in figuring prices, discounts, and invoices. Sandpaper in its neat, uniform box immediately found a place on the retailer's shelf, and the new packages were used to feed the stock in the counter display case. The sheets remained flat and clean.

Sandpaper could not now be sold any other way. With the innovation of the counter display plan, retail sales in sandpaper immediately began to increase in average value. The nickel and dime transaction grew to a twenty-five and fifty cent one, and contractors and other large users started buying unbroken boxes.

The jobbers welcomed the new plan because a stock that had once been troublesome and wasteful now suddenly became a neat pile of unit size boxes, and retail orders now called for a stated number of boxes of sandpaper instead of so many sheets.

All of these points were brought out in the advertising, and retailers

were urged to try to develop quantity sandpaper sales to contractors, painters, carpenters and woodworkers.

"The unit box plan and the counter display idea have been adopted by practically all manufacturers of sandpaper now," Mr. Sawyer said. "And now the hardware and paint trade papers are carrying full page, double page, front cover, and insert advertising campaigns on sandpaper by manufacturers who had never hitherto thought it necessary to advertise."

Many companies the size of the Wausau Abrasives Company, or even larger, are inclined to feel that advertising isn't for them. Some have experimented with advertising in a small way for a short time, only to give it up as unprofitable because of its failure to show

immediate returns in increased sales.

The experience of the Wausau Company is the kind of case which shows what persistent advertising will accomplish, even though it is done by a small company on a limited appropriation in a limited class of mediums. The moment the company had a plan to offer which lifted their appeal above their competitors', the force of the years of advertising crystallized immediately in the form of doubled sales in a single year.

In other words, they had an advertising plan and when they found a sales plan to coordinate with it, the combination immediately gained momentum for sales on a product the demand for which was regarded as being pretty much of a constant.

Identification of Goods Marks Advance in Fabric Industry

A NEW development in the fabric-apparel industry, the invention of a device which enables the mill to carry the positive identification of its product all the way through to the consumer, is hailed by prominent men in the industry as a remedy against serious trade abuses. Many manufacturers have attempted to find a way to advertise fabrics, but because of the difficulties in identifying their products, heretofore have failed.

The invention of the Watch Dog fabric identification device, however, is claimed to afford absolute protection to manufacturers of trade-marked fabrics. The device does everything that it is possible for a label to do, yet cannot be sewed on the wrong garment by error or design and leave a loophole for the substitution of inferior merchandise. Fabrics which are stamped on the severage or on the back of cloth, or where the trade-mark is woven on the severage, cannot be identified in the garment, but where the Watch Dog device is used this never can happen, as the swatch attached to the tag will automatically prevent error or deception.

Fabric identification has been strongly urged by representatives of the National Garment Retailers' Association, the National Wholesale Women's Wear Association, the American Woolen and Worsted Manufacturers and the trade papers. It is expected that a higher level of merchandising will be developed by the ability of manufacturers to protect their goods, as they will be in a position to advertise freely without the fear that something else will be substituted or that their designs, cloth or colors will be copied.

Freight Loadings Show Another Gain

Loading of revenue freight, according to reports filed by the carriers with the Car Service Division of the American Railway Association, are still on the upgrade. Loading for the week ending April 17 totaled 964,935 cars, an increase of 41,091 cars over the corresponding week of 1925 and 88,019 cars over the same week in 1924. It was also an increase of 35,429 cars over the preceding week.

Sales Films That Make the Audience Sit Up and Take Notice

Linde Air Products, Prest-O-Lite, Oxyweld Acetylene and Union Carbide Join Hands to Produce Successful Educational Film

By Roy W. Johnson

ABOUT the time the infant motion picture industry began to outgrow its wardrobe every day or so, and to scream lustily for new worlds to conquer, it became apparent that the film had enormous possibilities as a sales promotion medium. Not only did it offer opportunities for visualizing sales arguments that were spectacular to say the least, but the throngs of people that were attracted to the movie theatres represented an audience of vast and impressive proportions.

While they were thrilling to the adventures of Reginald and Evelina, or riding through the Royal Gorge on the cowcatcher of the engine, why not thrill them as well with the superlative merits of Jimpson's Baked Beans, and teach them to appreciate the care and skill involved in the production of Walrushide Shoes? There were dreamers in those days who foresaw the time when the "movies" would be the outstanding advertising medium—the biggest, the cheapest, and by far the most effective. I talked with a number of them, and they weren't millennium seekers either. Most of them were accounted pretty shrewd business men.

Films and Other Advertising

I remember one vice-president in particular who urged me to qualify as a prophet by predicting that in ten years' time the magazines would be carrying practically no advertising at all, and newspaper advertising would be restricted to purely local announcements of the bargain-day variety.

Well, the ten years have more than passed, and I am still glad that I did not grasp the opportunity he offered me. The

possibilities of motion pictures as a sales promotion medium are vastly greater today than they were then, but the movies have not supplanted either the magazine or the newspaper as an advertising medium.

Experience and experiment (conducted as a rule on the time-honored principle of trial and error) have pretty well demonstrated the limitations of the film as well as its possibilities. The commercial or industrial film has a very definite place in the scheme of things. There are certain kinds of tasks that it can perform better, and in all probability cheaper, than any other medium. But it is not a substitute for the more conventional types of advertising, and there is no indication that it ever will be.

How Films Have Been Used

One of the tasks to which the film has been adapted with conspicuous success is that of putting across general or abstract ideas, which, while they may not result directly in the sale of any goods, will nevertheless contribute materially towards making the goods easier to sell. For example, Colgate & Company have used films for some time past as a part of their educational campaign on the care of the teeth; the various manufacturers of incandescent lamps are using films to instruct and inform the public as to the principles of good lighting; the United States Cast Iron Pipe & Foundry Company uses them to show the advantages of cast iron; a group of concerns interested in oxy-acetylene welding and cutting uses the film to promote the knowledge of the process; and so following.

The last named enterprise is particularly interesting, I think,

because it suggests the rather broad possibilities of cooperation in the use of this medium by concerns who have a common interest in putting over a certain idea.

There are, as a matter of fact, four companies that are cooperating in the production and exhibition of this film on welding and cutting metals: The Linde Air Products Company, a manufacturer of commercial oxygen; The Prest-O-Lite Company, manufacturer of dissolved acetylene; the Oxyweld Acetylene Company, maker of welding apparatus and machinery; and the Union Carbide Sales Company, a distributor of calcium carbide.

All of these companies are interested to a greater or less extent in promoting the knowledge of the oxy-acetylene process, and one of the methods that they use is the motion picture film which is an exposition of the process itself, rather than a selling argument. No attempt is made to sell anything aside from the idea itself, and scarcely any mention is made of any particular product. As a matter of fact, competitors can benefit from the exhibition quite as definitely as the companies themselves.

"Hurrah For Us" is Absent

From the standpoint of narrow self-interest, that may seem to be a drawback. But I am pretty well convinced that it is a drawback that is more or less unavoidable if one is to use this medium with success at all. Most of the concerns that have failed in the use of industrial motion pictures appear to have done so because their films were too obviously plastered all over with self-interest.

It is a common human impulse to resent exploitation, and nothing

will arouse the indignation of the ordinary citizen any quicker than the feeling that something is being "put over" on him. Having paid his good money for entertainment, he is not going to swallow a dose of commercialism unless it is disguised with the utmost skill, and administered with more tact than is possessed by the common run of mankind. And even if the entertainment is offered to him free gratis for nothing, considerable circumspection is necessary to avoid spreading the butter too thick.

Mr. Griffith, who handles the oxy-acetylene film for the associated companies, tells an interesting incident that illustrates this. He had arranged for a showing in one of the technical high schools in Chicago, and went out the day before to make some preliminary arrangements. When he arrived, an exhibition was under way conducted by some middle western refiner of oils and gasoline. The film was plentifully supplied with sub-titles, and the trade name of the refiner was emphasized as frequently and as vociferously as possible. The audience at first was restless and inattentive, but soon began to guy the lecturer with hoots and cat-calls, interspersed with humorous and extremely uncomplimentary remarks about his product. And before the showing was over they started to throw books and wads of paper, driving the speaker literally from the platform.

Makes No Attempt to Sell

Mr. Griffith says that he felt some uneasiness as to his own reception on the following day, as this appeared to be a rather tough bunch of rough-necks. The oxy-acetylene film, however, was received with courteous and interested attention, and the questions that were asked afterwards showed that the interest was genuine.

Grown-up movie audiences, of course, do not express themselves quite so unrestrainedly, and do not throw books and spit-balls. Their reactions to the process of palming off something under what they consider false pretenses are apt to be the same, however, and a too

obvious attempt to enforce selling arguments may establish prejudices that are difficult to overcome.

So the welding and cutting film makes no attempt to sell anything aside from the idea that broken metal parts can be mended by welding, and that the oxy-acetylene flame is a quick and convenient method of cutting metals apart. No attempt is made to follow-up the showing afterwards. The only literature that is used in connection with the showing is a small booklet of twelve pages and cover, which is purely descriptive of the process, and gives the names of the companies involved. These booklets are simply placed on a table in the rear of the hall, and the audience may help themselves if they like. Occasionally a salesman for one of the companies may follow up the showing with a call upon someone who is known to be a prospect, but there is no systematic effort to do this, and the companies do not follow up from headquarters.

How Routing is Arranged

The distribution and routing of the films is handled through a central publicity office in New York. Dates are made well in advance by the branch offices of the various companies concerned, and exhibitions are given at engineering clubs, technical schools, big industrial plants, chambers of commerce, and sometimes at Rotary or Kiwanis Clubs. No attempt is made to reach the general public through the regular motion picture circuits. A lecturer goes with the film, and carries his own projector.

Mr. Griffith, who has personally conducted in the neighborhood of 150 exhibitions of the film in the past year, told me that experience had demonstrated a number of things in connection with the medium.

"For example," he said, "we originally produced the picture with a large number of explanatory sub-titles—in the effort to make the story perfectly clear. We found, however, that instead of clarifying the story, these sub-titles actually had the opposite

effect. They were interruptions that slowed up the action, interfered with the lecturer's story, and in many cases were merely repetitions of what he had to say. Most audiences were also quite capable of interpreting what was going on for themselves, and the explanatory text merely exasperated them. So we cut the text down to the absolute minimum, and we are now running a film that pretty nearly approaches the ideal of no sub-titles whatever.

"For another thing, we discovered that in the production of the film the motion-picture studio atmosphere simply would not do. For our highly critical audiences, every detail of the background and all the accessories had to be absolutely correct, as well as the main action. We had, for example, a number of adverse comments from safety-first men, who had taken notice of things that had nothing whatever to do with the main action, but were simply part of the general industrial background of the picture. We were practically forced, therefore, to abandon all thought of using professional motion picture actors in most instances, and had to develop actors of our own from the ranks of the workmen with actual experience. And we did develop a few very excellent actors, we could go ahead with their work without betraying any camera consciousness."

Film Must Be True

As for results, the companies are thoroughly well satisfied, though of course it is impossible to draw up a profit and loss sheet on the enterprise. One of the main indications of results are the questions that are asked, and the discussion that usually follows the exhibitions. Mr. Griffith said that he had learned the advisability of getting the discussion started by coaching somebody in advance, and after one or two questions had been asked the discussion generally took care of itself.

The questions asked are usually highly specific and technical, showing that the idea of the picture has actually "gone over." And that, of

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What We Learned When We Really Tried to Keep Up Summer Sales

Check-Up Campaign With Definite Objective Set for Every Salesman and Every Town Brings New Business in Hot Weather

By a Detroit Sales Manager

EVERY January we hold a sales convention. One of the features is to require our salesmen to make a list of the things they hope to accomplish during the year. We ask them to set a quota for themselves on the number of new accounts they will open, on the number of exclusive competitive accounts which they will eliminate and to set a definite goal for an increase in sales.

Most of the salesmen, after attending the various sessions of the convention, feel as though they can wipe competition off the map. For the first few weeks after the convention, business is good and it seems as though every salesman is going to do all the things he promised himself he would do at the beginning of the year. Along towards March some of them—in fact, most of them—begin to falter and slow down.

In the Languid Summer-time

By April most of the men are back in their same old routine ruts and have forgotten all about the wonderful accomplishments which were planned at the annual sales convention. Then when May rolls around thoughts turn to summer activities—vacations, and other distractions. Instead of going ahead, the tendency is to slow down and wait until that halcyon period “after Labor Day,” when vacations are over, when buyers are at their desks, and when it is time to talk about fall and winter business.

We had always considered ourselves lucky if we broke even during the summer—from the middle of June to the first of September was always looked upon as our dull season. It seemed a shame to keep the business open, but of course we couldn't shut up shop

and let everybody go, but there were summers when we wished we could do just that.

Last year about the middle of March, when our men were beginning to forget their convention promises, I began working out a plan which I hoped would keep them busy during the summer. I thought that if we really had something to talk about and something to do, that sales might be brought up to a point where our shipping department men wouldn't have to give the shipping room a thorough renovating every other day just to appear busy.

Spotty Conditions in Territories

I began studying the various territories of some of our salesmen. A careful study of an enlarged map, showing just one salesman's territory, soon convinced me that our men had a lot of work to do, even though sales were slow in summer time. One after another I checked every territory where we had a salesman.

In studying these territories, I found a variety of conditions existing in the various towns. In one town we would have the best account and a competitor wouldn't have any. In the next town we would have no representation at all, but our competitors would be unusually well represented. In another town there would be an account which was showing a loss as compared with previous year's sales, while a few miles away our line would be showing a steady sales increase.

I thought that if we could get our salesmen to make a careful analysis of every town, that it not only would give them something to think about, but keep them busy all summer trying to improve conditions. So I developed a simple

plan which would encourage every salesman to study his territory as a loan officer studies a prospective borrower's financial statement.

For every salesman I bought a large map of his territory. Then I made up a series of classifications for every town, giving each classification a number or a letter. The towns were classified as follows:

1. Goose-eggs I Have Eliminated.
2. Where I Increased Sales.
3. Where I Held the Fort.
4. Where I Fought but Lost Ground.
5. Where I Opened New Accounts.
 - A. Sold Last Year but Lost This Year.
 - B. Held by the Enemy.
 - C. Where the Enemy Was Routed.
 - D. Where I Have a Fighting Chance.
 - E. Where I Need Reinforcements.

The first classification is for towns we had no representation in last year, but have since sold a good dealer. The second is for towns where sales are increasing, the third where there has been no appreciable change, the fourth where our line has been losing ground, and the fifth where we have opened new accounts.

A Special Summer Campaign

The second group of classifications are obvious. When a salesman began to check up his territories, he soon found many conditions which could be corrected through the proper application. Then we had every salesman make a report on his territory, not because we wanted the information, but because we wanted to know he had made a careful check-up of every opportunity for improvement which existed in his territory.

When all the reports were in, we announced our summer campaign. Every salesman's work was to be judged on the basis of the improvement he brought about in his territory, based on changes, for the better, which he could bring about between the middle of June and the first of September.

*"Meet
the Wife
Too"*

*"No
Buried
Ads"*

*78%
Circulation
in
Big Buying
Centers
Only*

*99%
Newsdealer
Circulation*

The One

Traceable Source of "Dealer Demand" from Advertising is Consumer Demand

You tell the millions—They'll tell the dealer

ADVERTISING may have a thousand and one theories—some right, some wrong. But beneath them all there is ONE indisputable fact:

Orders from jobbers and retailers are based on across-the-counter calls of consumers.

Giving Mrs. O'Grady and the Colonel's lady what they ask for is the retailer's object in life. Giving the retailer what he asks for is the jobber's business. Creating consumer demand—the basis of *all* demand—is the business of modern advertising.

Advertising that pays is consumer advertising. It's the only answer yet discovered to the dealer's apathetic, "Get the demand and I'll push your goods." The volume difference be-

tween an article holding leadership in sales and its scores of aspiring competitors is consumer demand.

That is why Liberty, offering four unique advantages in winning maximum consumer influence in the weekly field, has become an advertising sensation.

1

"Liberty Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 46% of Liberty's readers are women. Every issue appeals alike to men and women because of Liberty's unique policy of editing to both. That means a 100% reading in the home. Because Liberty

appeals to the whole family its reading is multiplied.

2

"No Buried Ads"

Every ad in Liberty is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for Liberty.

3

Minimum Circulation Waste

78% of Liberty's total circulation is in districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

4

99% Newsdealer Circulation

Liberty has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Liberty is

not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% interested in Liberty.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

If consumer influence is your problem, get all the facts about Liberty. Do this in your interest and in ours.

Advertisers will recognize the value of Liberty's dual appeal

A reading of the contents of this week's Liberty shows how carefully it is edited to appeal to women, as well as to men. This policy, unheard of in the weekly field before Liberty came, gains for Liberty the multiplied reading so important to the advertiser.

Liberty

A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of Liberty is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.

For example, if a salesman had ten towns in his territory under the fourth classification, his greatest concern for the summer was to bring these ten towns back to the second classification. If another salesman had ten or twelve towns in his territory under the "A" classification, his greatest concern was to bring these towns back on the active list.

Without exception all of our men had plenty to do during the summer. Many of them who thought their territories were in excellent shape soon saw many opportunities for improvement. Other men whose territories were in excellent shape saw chances for further development in towns they had slated as not worth visiting. One salesman who admitted he had never tried to open accounts in a number of towns after the first failure, added nine towns to the active list, selling an average of three accounts in each town.

What We Accomplished

The greatest benefit of the campaign was the fact that it kept our men on the go all summer, when competitors were not traveling regularly. Many salesmen were able to close new accounts simply because they happened to call when a merchant's stocks were low and the competitive salesmen had not called.

In the past our men had made a minimum number of routine calls on established accounts. They made these calls hoping for nothing more than filler orders, or promises of fall orders. The trouble was that they had no definite objective. But with this plan every man had some sort of a goal for practically every town in his territory. One man said, "I've learned more about my territory, and more about my competitor's accounts, and gained a better understanding of this business in this one summer than I had in the nine previous years in this business. I never realized how much business a man could do and still only scratch the surface; and that is all I have been doing."

It would be well if we could report that our summer sales jumped up until the graphs of our

sales chart look like the hump on a camel's back for the months of June, July, and August. But that isn't the case. We did increase sales; we had the busiest summer in 1925 we have had since war times, but sales were not phenomenal. Our line is simply one that isn't going to sell like wildfire when the thermometer rises above eighty in the shade, no matter how much sales effort we put forth; but sales showed a handsome increase, dealers were pleased at our efforts, and I know we obtained a lot of business which competitors might have roped in had they been a little more active.

What is more, we have laid the foundation for bigger sales each year, and have helped even up production. When the height of the selling season is on, it is no time to expect a salesman to go running back and forth across his territory doing educational and missionary work. What he wants is to see a lot of dead-sure buyers; he cannot stop for anything else. Yet there is always a lot of mis-

sionary work to be done. We have found that summer is as good a time to do it as any.

Some of the things our salesmen learned were little short of astonishing. In one town, under the "A" classification, the salesman found that the buyer was well satisfied with our line, but was not in the humor of buying anything when he called for a second time. The buyer thought the salesman would return later. The salesman thought the buyer was nursing some unspoken grudge. He expected to call back later, but in the rush of work he forgot all about this buyer and we had him down as a lost customer. As the season approached, this buyer bought from a competitor and we lost the account for a season and would have lost it for all time had it not been for the check-up campaign we made last summer. I could go on for page after page citing instances of this kind, but these are enough to show what can be done with summer slumps when every salesman really has a definite objective to reach.

Newspaper Publishers Offer New Postal Rate Plan

THE postal committee of the American Newspaper Publishers' Association at the recent annual meeting of that organization, presented a special bundle rate for newspapers to permit their movement by mail at a moderate charge, with a profit for the government, according to a report carried by the Associated Press.

This rate, which the committee hopes to place before Congress, would be added to the proposed schedule of second class rates, which otherwise provide for a return to the rates effective in 1920.

The bundle rate was tentatively set at 30 cents per 100 pounds in the first postal zone, within a radius of fifty miles of the shipper, and 40 cents within the second zone, or a 150-mile radius. The committee stated that the Post Office Department would pay the railroads 11.82 cents per hundred-

weight in the first zone, leaving an approximate profit of 150 per cent.

Under this system the publisher would load the newspapers on the cars and the agent would deliver them.

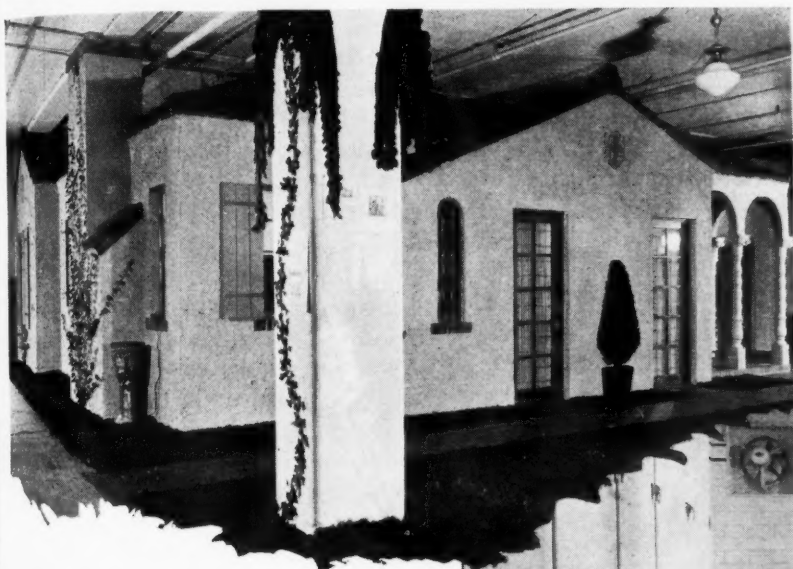
Figures from the postal department were presented to show that three-foot unit, used as a basis of comparison and carrying an average of 1,500 pounds of paper, costs the post office \$15.75, paid to railroads, for a fifty-mile haul seven days a week. The average charge for the same weight and hauling by the post office to newspapers is \$286.

Colgate & Company, of New York, announce that, effective next January 1, the advertising of Colgate products will be handled by the George Batten Company, Inc., also of New York.

Chicago Department Store Opens Real Estate Department

Real Estate Company and Department Store Join Hands to Aid Sale of Houses, Lots, and All Lines of Home Furnishings

By Roy F. Irvin



The model bungalow in the real estate department of The Fair is not a make-believe. It has real doors and windows, a "practical" fireplace, a tile roof—complete in every detail even to the kitchen sink. The house is built to full scale with walls, door openings, and windows actual size. The illustration at the left shows how the house looks from the front, with artificial grass mats and vines to give it the outdoor touch.

"HELLO! Is this The Fair Store? I want a house and lot in Westchester complete with furniture and draperies."

This is the kind of a telephone order that The Fair, a large Chicago department store, can and will fill on demand. If you want to see a sample, The Fair has a complete sample house, fully furnished, in its real estate department. You can buy that or any other type of house you want, select your lot, furniture, rugs, and draperies all at the same time, and in the same store.

A short time ago, D. F. Kelly, president and general manager of The Fair, conceived the idea that his store could offer a more complete service to the buying public if it would include a real estate department. The next step was to select a well established, reliable real estate company with a properly organized sales department to operate the department and follow up the leads obtained in the store. With a number of well known firms, any one of whom would

have jumped at the opportunity, the final selection was based on a concern with going developments in the southern, western, and northern sections of the city and suburbs. This broadened the appeal of the department to buyers, because it could show and sell property in any direction from the downtown Chicago "loop," in which the prospect preferred to live.

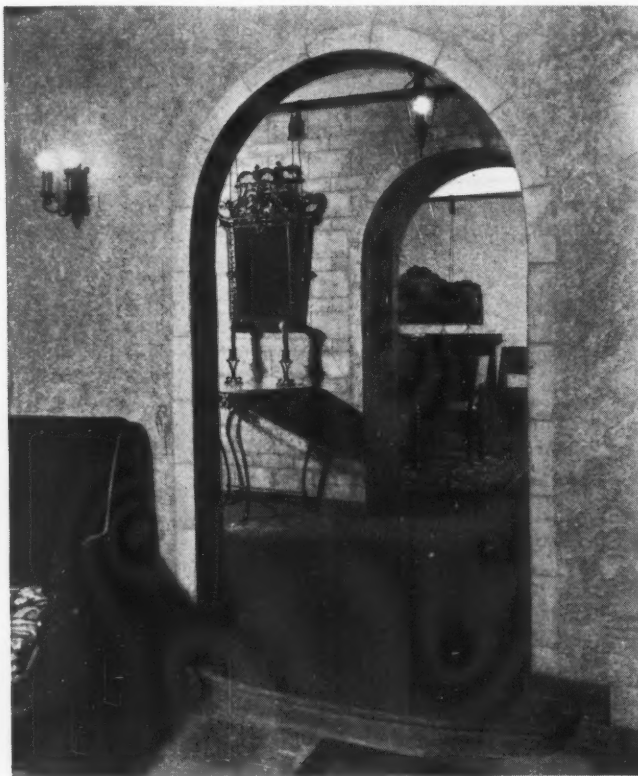
George F. Nixon and Company, members of the Chicago Real Estate Board and well known in Chicago real estate circles, were selected as the concern in whose

hands the operation of the department was placed. This company immediately erected on the sixth floor of The Fair building a model bungalow, built of the same materials and with the same construction as though it were actually on a lot. The bungalow is completely equipped with plumbing, fixtures, electric lights, etc.

The bungalow is completely furnished with rugs, furniture, curtains, and other merchandise from stocks sold regularly by The Fair. In stage terms, every item in the house itself and its furnishings is "practical." Nothing is faked, even

to the locks on the doors, the window shades, curtain rods, and so on. The completeness and genuineness of the house and its furnishings create an air of stability and confidence that is not always possible where temporary partitions, painted windows and stage fireplaces are used in the usual manner for suggesting model rooms in furniture and department stores.

Of the many visitors who are attracted to the house each day, a large percentage are actually interested in buying or building a home, and this interest is turned into desire by the many inviting features of the house and its complete equipment. The prospect is ideally prepared for the real estate salesman's solicitation on the spot.



Interiors such as these are calculated to fire an innate desire to own a home of your own. In such an atmosphere the real estate salesman finds it easy to obtain better prospects than he can find under any other conditions, or with any other methods. From 700 to 800 prospects are listed here each week. Approximately 8 per cent of these are closed.

This is proved by the fact that an average of 800 prospect cards are filled out every week by the salesmen on the floor. More than 8 per cent of these prospects are closed, either for a lot, or both house and lot.

By means of a well defined program, a sales force is maintained on the floor of the department every day. A department manager and a stenographer are on duty all the time. In addition, each sales division of the Nixon company is scheduled to furnish floor salesmen for periods of three days at a time. Each division manager makes up a schedule for his own men for the time the division is in charge of the department sales. If a salesman finds it necessary to leave the floor during his period of assignment to keep an outside appointment, he arranges for his own substitute. In this way, a proper sales force is almost automatically assured.

Every salesman for George F. Nixon and Company is required to specialize on but one of the company's properties. This prevents jumping

around from one section of the city to another and thereby losing much time and effort. On the other hand, the prospects who are secured at the department in The Fair come from all sections of the city and are interested in many different subdivisions. The follow-up of these prospects is handled in this way. Suppose the Westchester sales division is in charge at the department in The Fair and a prospect shows interest in Highland Park property; the name and address is taken and this is then turned over to the Highland Park division for follow-up. This prevents duplication of effort and possible confusion.

George F. Nixon, head of the company, and numerous division managers, department heads, and salesmen who were interviewed, were unanimous in the opinion that the prospects secured through the department in The Fair exceeded both in quantity and quality those which are usually obtained by ordinary real estate promotion methods. All are highly enthusiastic over the results secured so far through this new departure.

The Fair is, of course, also interested in the sale of furniture, draperies, and household equipment which the real estate department is intended to stimulate. Salesmen from the various departments represented in the furnishings and equipment of the model





Here is a Publication Sold Solely on Its Contents, Yet...

- has the largest circulation
- at the highest subscription price
- in a field which is America's second largest manufacturing industry

MR. O. C. HARN in a recent contribution to *Printers' Ink* stressed the fact that too few buyers of space investigate the kind of audiences they buy. He mentions specifically the price paid for subscriptions, how the readers are induced to subscribe, the degree of interest.

TEXTILE WORLD'S readers subscribe because they are shown that the publication has real value to them of a business or technical nature. All mail subscription solicitation is based on actual editorial contents. All premiums given for prompt payment consist of

technical reprints from the publication.

The renewal rate runs between 65 and 75 per cent, according to business conditions. Now 71.80 per cent.

No clubbing offers. No installments. No so-called "subscription getting schemes."

And yet TEXTILE WORLD has more than twice as many "Class A" subscriptions (textile mills and executives) as any other textile publication audited by the A. B. C.

Ask for a copy of "How To Sell To Textile Mills" using your letterhead.

Member
Audit Bureau of
Circulations

Textile World

334 Fourth Avenue

New York

Member
Associated Business
Papers, Inc.



Hello- Here's the Sign!

THE AMERICAN TELEPHONE AND TELEGRAPH COMPANY is one of the country's largest users of enamel signs.

Long, hard wear—great readability—great visibility—these were the qualities sought in every A. T. & T. sign. These were the qualities found in DuraSheen Porcelain Enamel Signs. A. T. & T. Signs are DuraSheen Signs!

Unlike ordinary signs, DuraSheen Signs are made of highest grade porcelain, fused into heavy sheet steel at 1800° Fahrenheit—they are permanent! DuraSheen Signs never rust or warp.

They withstand the wear and tear of rain, snow, sun, dust, heat and cold. Always bright and cheerful, with colors never dimmed, they daily build sales and good will for your product.

THE BALTIMORE ENAMEL and NOVELTY COMPANY

MT. WINANS
BALTIMORE, MD.

200 FIFTH AVENUE
NEW YORK, N. Y.

VITAL!

All advertising space is valuable. None is more valuable than the space your signs occupy on your dealers' premises. None is more difficult to obtain. None so near the point of sale! It pays to supply deal-

ers with the best signs the market affords—the best in wear and tear, in readability, visibility, and attractiveness—in other words, with DuraSheen Life Time Porcelain Enamel Signs.

DuraSheen *Porcelain fused into Steel —* **Lifetime Signs**

© 1926 B. E. & N. CO.

home are kept on the floor to answer questions and give prices and other information to visitors who are attracted by some piece of furniture or drapery that is shown in the home. The function of these salesmen, however, is not to sell aggressively but to render a complete service to all visitors who make inquiries. No furniture or equipment is sold directly in the real estate department so far as could be learned.

D. F. Kelly, president and general manager of The Fair, says that, while no accurate check is possible on increased sales due to the display in the model home, the management feels that it is serving as a valuable stimulant and that results will show in sales volume over a period of several months. An interesting sidelight on this question is told by H. D. Hohm, advertising manager of The Fair.

Model Home Stimulates Sales

"My office is opposite the linoleum department," Mr. Hohm told the writer, "and since the model home was opened in the real estate department, I have seen the boys cutting more of a certain pattern of linoleum that is used in the model house than I have noticed at any time since we have had that pattern in stock, and that is several years at least. Possibly this is due to the fact that buyers see the pattern in the model house and decide to buy some for their own use. We are not sure that this is true, of course, but it seems a logical explanation of the rather sudden popularity this certain pattern seems to be enjoying."

The practice of leasing space in department stores is not new. In many lines, such as household utilities, ready-to-wear suits and cloaks, and toilet goods, leased departments are used to good advantage. While the working agreement between The Fair and the George F. Nixon Company has not been made public, it is the writer's understanding that the arrangement includes the customary lease element.

The experiment, if it can be called such, opens up a new field and new possibilities for promoting real estate sales.

Does It Matter to You Who Buys Your Product?

AND further, does it matter to you who buys it *first*?

Certainly, you say. Every merchant, every manufacturer, every salesman exerts surplus effort to reach as early as possible what he calls the best people.

But who are these "best people"?

On that point there is much loose thinking.

Are the "best people" the aristocrats, the oldest inhabitants, the thoroughbreds?

Are they the wealthiest, those who drive the finest cars and spend the most money?

Are they the fashionable, those who wear the smartest clothes and attract the most attention?

Are they the intellectuals, those who most cherish culture and the refinements?

Any one of these distinct elements might be, from your private point of view, considered the most desirable.

But by the impersonal and rigid law of merchandising, none of them are necessarily the "best people."

By a separate and special synthesis, there is created in each community a group whose patronage or favorable opinion is essential to the success of any product. This group contains some of the aristocrats, some of the wealthy, some of the smart, some of the intellectual. It is drawn from every stratum in the community, from every income level.

And the common factor, the determining characteristic, is *alertness*. It is alertness which makes them discover and try a product; alertness which makes them tell others about it; alertness which makes their judgment respected and their example followed by their friends and neighbors.

The Literary Digest is an achievement unique in American publishing because it has created a medium that has mass circulation large enough to serve any advertiser, and it also has select circulation. It selects not on the basis of wealth or aristocracy but on the basis of alertness, because only the alert and progressive find The Digest interesting.

They are the prime movers—the active, intelligent, ruling minds. Get Digest readers to buy your product—get them to buy it first, and keep them buying it—and you sell not alone to them, but to the far greater number who follow where they lead.

The Literary Digest

ADVERTISING OFFICES: NEW YORK, DETROIT, CLEVELAND, CHICAGO

SALES MANAGEMENT—MAY 15, 1926

771

The Kind of Salesman Who Gets the Glad Hand in My Store

Famous Merchant of Devil's Lake, North Dakota, Tells Why Some Salesmen Are Always Welcome and Others Go Away Empty Handed

As told to B. C. Reber

By Fred P. Mann
Devil's Lake, North Dakota

LAST year in our store at Devil's Lake we had a volume of business amounting to more than half a million dollars. To appreciate better what this means, divide \$500,000 by the population of Devil's Lake (5,140) and then estimate what a merchant in New York or Chicago would have to sell in order to equal our record.

How did we do it?

I am asked that question over and over again. I have addressed hundreds of luncheon clubs and trades meets telling business men how we reached such a volume. Only the other day I spoke before a meeting of retail merchants on the subject of better merchandising. During the address I brought out the importance of cooperation between the merchant and the salesmen who call on him and sell him his merchandise. After the address a young man came up to me and said:

"Mr. Mann, what kind of a salesman do you like to have call on you?"

The Salesman With an Idea

That young man asked me a question which has more bearing on our success than he realized. If it hadn't been for the cooperation we receive from the salesmen who come to our store, we would never have attained the volume of sales which I just mentioned. But we sought their cooperation, their ideas, their suggestions, and made use of them; and we profited.

What kind of a salesman do I like to have call on me?

When a salesman comes into my store and tells me that he has a line of merchandise he'd like to

see on my shelves, I'm not so much interested in his price or his line as I am in how I can take those goods and make money for myself. That may seem like a selfish motive, but it is the foundation of every business. It is the purpose of the business, and any man who is not out to make all the money for himself that he can is not likely to be in business for any great length of time.

I want a salesman who will come into my store and show me how I can sell a lot of merchandise and make a lot of money. The fact that, by buying a dozen cases of canned goods instead of three or four, I can save a few dollars on the shipment, does not interest me. I have to make a fair profit on the goods that I sell in order to stay in business; and I'm going to price them accordingly regardless of what they cost me.

"I Want to Be Sold Big Orders"

What I like is a salesman who will come in and sell me a ton or two of canned goods instead of one or two cases. I want him to sell me a big order so I can do things in a big way. I want him to show me how I can put on a sale, how I can display the goods in the windows, on tables and around the store. I want him to advise me how to write show cards and advertising matter. How to bring people into the store and make the business a success.

A short time ago a young salesman came into our store and after showing us his line, which was a well-known make of toilet soap, we gave him an order for a few cases. Later in the morning I saw the young salesman and one of the

clerks dragging out a small table and cleaning it up a bit. I walked up and said, "What are you doing here?"

"I'm going to help you sell that soap, Mr. Mann," the salesman explained. "In one of the little towns I was in last week one of the merchants placed a small table in the front of his store with an attractive show card and he sold more than a case a day."

I saw the possibilities of the plan. However, I realized that there was a bigger opportunity than the salesman appreciated. I knew my trade and what I could do with them. The young fellow gave me the idea. Between us we worked out a plan which proved the biggest feature we ever had.

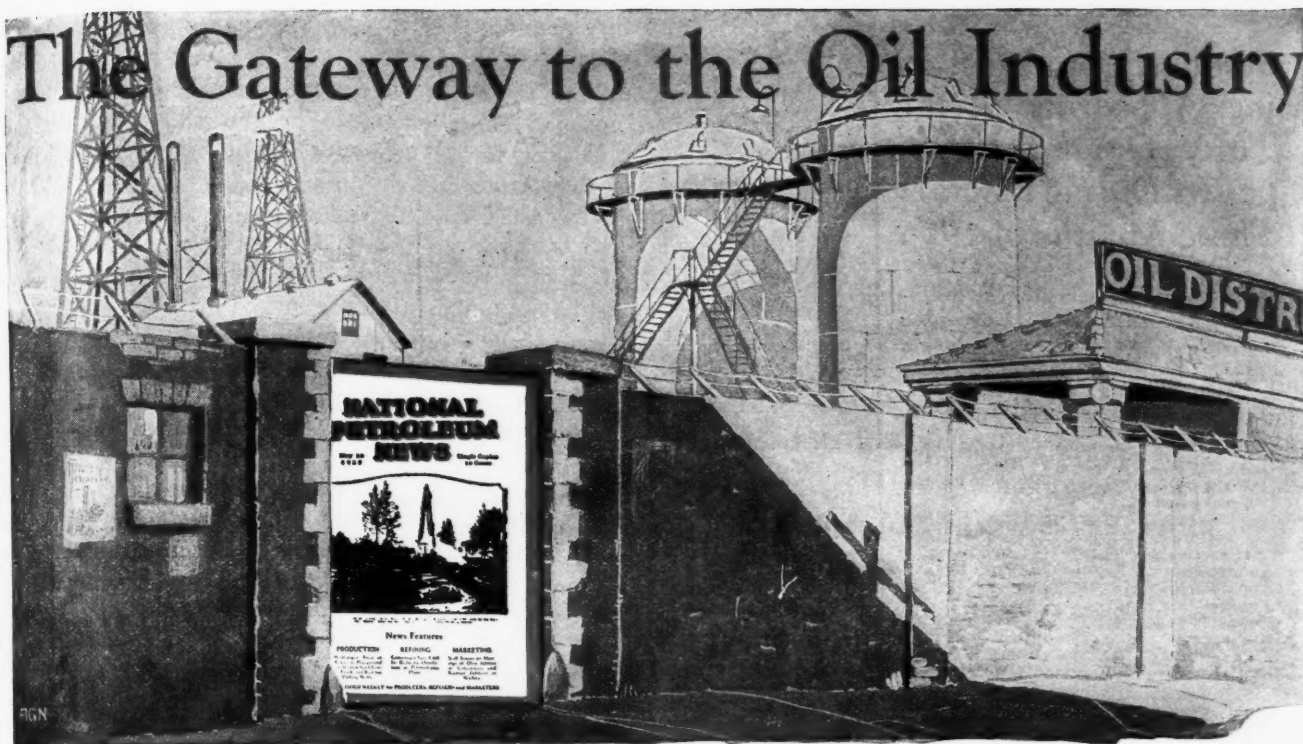
We got in touch with the wholesale houses and bought up every case of soap that they had in stock. Then we put in a big window display of the soap and made additional exhibits in every department of the store. We had some show cards made and placed them on the tables and in the window. We got up some snappy advertising copy and ran it in the local paper announcing a special sale on this particular brand of soap for one day only.

How One Plan Worked

What was the result?

The day that we held that sale we brought more people into our store than we had ever seen before. They came to buy the soap, but before they went away they visited the other departments and bought other things as well. Our total sales for that one day amounted to more than \$9,000 in a little town of slightly more than 5,000 people.

The Gateway to the Oil Industry



Help Your Salesman Enter

We're here to help—

Any one of the 5 service offices listed below can send you a man qualified by first-hand familiarity with oil industry purchasing methods to help you work out an effective *sales-and-advertising* program to one of the nation's biggest buyers—the Oil Industry.

DON'T compel them to climb that wall or hunt for a gap in the fence. Make certain of a welcome for them—send them in through the “N. P. N. Gate.” Put your men on an equality with the representatives of the 108 concerns outside of the Oil Industry who advertise to the Oil Industry through its necessary weekly newspaper—*National Petroleum News*. Inside that wall waits a customer who every year spends approximately one billion dollars on 20,000 different items of materials, equipment, construction and supplies produced outside the industry. (*We will send a detailed list on request.*)

Remember this—whenever your salesman enters the office of an influential oil executive the “green-edged book” (*National Petroleum News*) is there before him. Make it his advance card.

NATIONAL PETROLEUM NEWS

Member: A. B. C.

812 HURON ROAD, CLEVELAND

Member: A. B. P.

DISTRICT OFFICES:

TULSA, OKLA., 608 Bank of Commerce Bldg.

CHICAGO, 360 N. Michigan Ave.

NEW YORK, 342 Madison Ave.

HOUSTON, TEX., 608 West Bldg.

NATIONAL PETROLEUM NEWS

The Largest Circulation Ever Attained by an Oil Publication

Summary of Advertising Appearing in the Three Omaha Newspapers During the First Three Months of 1926

Each starred classification below indicates the World-Herald exceeded the other two papers combined.

(Compiled by the Haynes Advertising Co.—Figures in Lines)

	World-Herald	Bee	News
*Automobiles—			
*Motor Cars..	201,404	92,190	89,040
Trucks and			
Tractors..	17,423	3,738	14,483
*Accessories..	15,085	7,056	4,319
*Tires	7,147	1,820	2,156
Amusements ..	77,035	79,786	76,482
*Apparel, Men's	163,212	26,978	21,077
*Apparel, Women's ..	245,917	97,846	27,825
*Books and Publications..	24,220	3,689	6,545
*Building Material	23,191	13,636	2,828
*Coal	18,410	2,723	5,222
†Coal (Affiliated Enterprises)		17,010	
Department Stores	386,533	283,878	215,558
*Electrical Appliances	30,219	6,258	5,180
*Farm Accessories	4,452	1,246	840
*Financial and Fin. Pub.....	46,053	17,955	10,633
*Food	213,325	70,917	80,297
*Furniture	205,639	81,221	73,262
*Hardware	20,027	4,592	2,548
*Household Appliances	25,921	2,555	4,725
*Insurance	16,443	4,088	5,964
*Jewelry	23,107	6,573	12,194
*Millinery	11,914	3,395	2,597
Musical	46,060	32,053	27,979
*Office Supplies	8,015	1,190	154
Public Utilities	36,687	33,964	30,709
*Radio	61,957	7,329	12,586
Railroads and Steamships..	29,869	24,318	16,142
*Resorts and Hotels	21,084	7,042	5,600
Schools and Colleges	1,218	2,618	560
*Shoes	65,114	21,154	12,873
Tobacco	57,729	27,139	35,644
Toilet Goods..	34,377	16,772	35,560
Miscellaneous..	136,619	112,014	70,959
†Misc. (Affiliated Enterprises)		28,238	1,064
*Want Ads.....	698,957	145,593	160,104
*Total Clean Advertising..	2,974,363	1,288,574	1,073,709
Medical Advertising	None	107,268	178,598
*Total Advertising	2,974,363	1,395,842	1,252,307

(†Indicates enterprises owned by the publisher of the newspaper indicated.)

The Omaha World-Herald

MOST NEWS MOST ADS
MOST CIRCULATION

National Representatives

O'MARA & ORMSBEE, Inc.

New York Chicago Detroit
San Francisco

Nearly \$2.00 for every man, woman and child in the town.

That young man had the right idea, but he had not had enough experience to put it over in big shape. He did, however, give me the idea and with my knowledge of my trade we were able to work out the plan mentioned.

Isn't it easy to see why I welcome that young man into my store whenever he's in town? Isn't it easy to understand why I am always ready to give him a good order whenever he drops in with his sample case? I know he will sell me all he can, but he will stay with me and see that I also sell to the consumer and make some money for myself. No dropping around a few months later and trying to explain why the stuff is still on my hands. No high-powered salesmanship which gets the order and rushes on to the next prospect. Cooperative merchandising. Salesmanship that extends beyond the order and helps the retail merchant to make his profit as well as the manufacturer and the jobber. Salesmanship that will be here tomorrow and will be welcomed by every merchant.

After the Order is Signed

The fault in a great deal of our selling is the fact that too much is overlooked after the name has been placed on the dotted line. If a salesman sold me an order of goods and, when he called again, the goods were still on my hands despite my best efforts to move them, he wouldn't be welcomed with open arms. But if that salesman had lingered and helped me make a big thing out of that order, he'd be assured of my business whenever he came in.

A great many times I have a salesman rush in and say he has a big thing. If I will buy a lot shipment of salmon or corn flakes, or whatever it happens to be, I can save twenty cents on every case. Such a salesman is not a salesman. He is a parasite on business; a detriment to the profession. Anyone can go into a store and take orders. Anyone can sell if the price is cut. But the man who goes into a merchant's store, shows

him a good line of goods, sells him a carload, and then makes a big event of it for the merchant, is going to be the man who will get his future orders without much trouble.

We all like to do things in a big way. We all have dreams of success. And we all have times when we are urged to step away from the mob and start something different. In no less position is the retail merchant. He has visions of big sales, big selling events which will bring people into his store and which will cause them to buy; but he is afraid to take the step. He wants to do things in a big way, too, but he is afraid of getting too much stock on his hands that will be slow in moving.

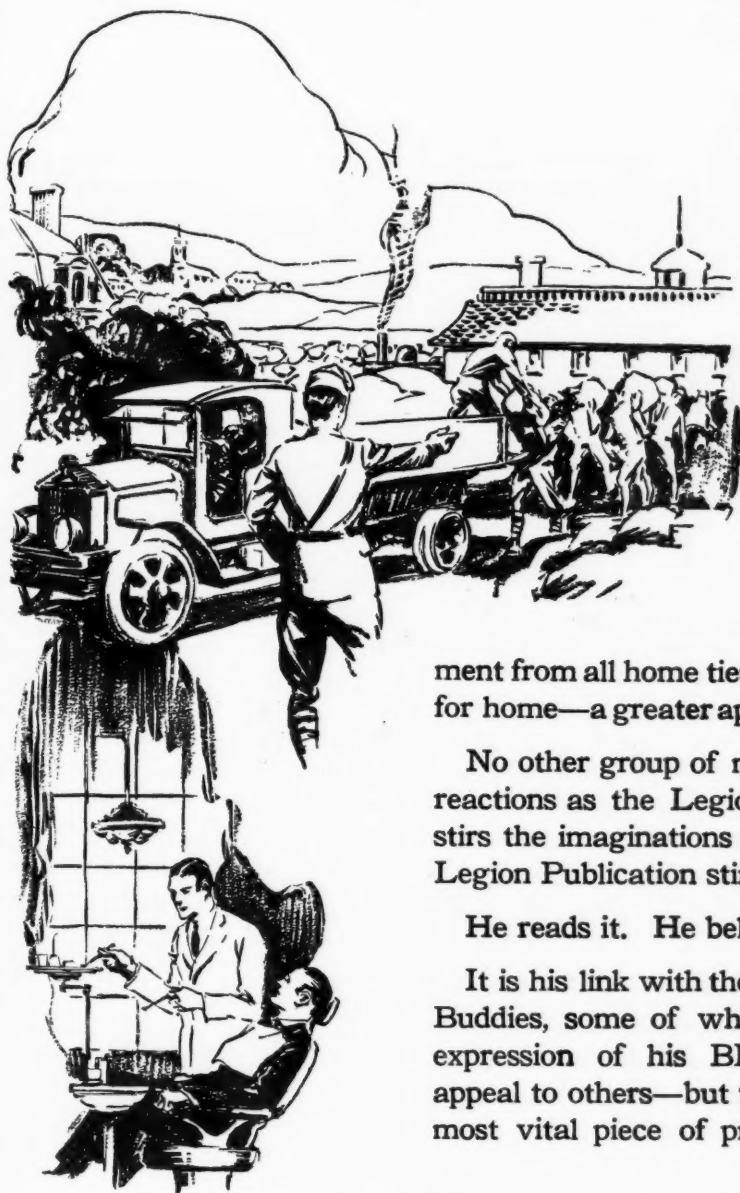
Talk Profits to Succeed

Right here is where a good salesman can do a lot of missionary work. He can come to this merchant with new ideas, new methods of merchandising, and new plans for selling more goods and making more money. He can help the merchant take that big step that will put him head and shoulders above the crowd. He can remove him from the class of an inferior, unknown storekeeper.

If a man came into your place of business and offered to help you make a lot of money, wouldn't you be tempted to listen? If he showed you that, by buying in big quantities, having a big sale, and doing things in a big way, you could be a bigger and more successful business man, wouldn't you be tempted to let him try?

That's what the retail business needs. Men who will not only get the name on the dotted line, but will stand by and get the money in the merchant's till. It is just as important to the house that sells the merchant his goods that those goods be sold, as it is to the merchant who buys the order. The salesman holds the key position. He can make his merchandise as popular as a bathing beauty, if he will follow it up until it reaches the consumer. He is the connecting link between the source of supply and the source of consumption.

Are You Reaching The ONLY Group Whose Soul Is Stirred By One Single Memory?



THE American Legion Weekly is the one publication which gets closest to the heart-beats of its particular readers.

For the Legionnaire—while a man of the present, also lives in the past. Nothing that can happen to him looms so BIG in his life as his participation in the world war. Out of that background of war-service he has formed his ideas of his keener citizenship obligation. Out of that memory of detach-

ment from all home ties he has coined a more abiding love for home—a greater appreciation of the comforts of home.

No other group of men in America has quite the same reactions as the Legion man. Certainly NO publication stirs the imaginations of ANY group as the pages of his Legion Publication stir the Legionnaire.

He reads it. He believes in it. He cherishes it.

It is his link with the ever-living past. It is his bond with Buddies, some of whom have passed away. It is the expression of his BIGGEST thoughts. It may not appeal to others—but to HIM it is, the Bible excepted, the most vital piece of printing in the world.

The **AMERICAN** **LEGION** *Weekly*

331 Madison Avenue New England Representative 410 N. Michigan Ave.
New York, N. Y. CARROLL J. SWAN Chicago, Ill.
Pacific Coast Representatives BLANCHARD—NICHOLS—COLEMAN



FREE To Business Executives

A beautiful sample Autopoint pencil

See coupon below

"These are the people that get MY business!"

"Long Haul" Advertising

that scores constant, tangible results

The experience of thousands of firms that have used the new Autopoint Pencil

SOME products, some services, cannot be advertised in the usual way. Perhaps yours is one of them. The number of people they wish to reach is small. Or in reaching them they have to "buy" too many other people, too. For them, ordinary forms of advertising are wasteful.

Here is a new way to advertise such businesses—a way we sell on results. It is a way that thousands of shrewd executives now employ, continually. Their repeat orders prove its effectiveness.

This new way is the Autopoint Pencil—a permanent gift, bearing the name of your company, placed in the hands of those whose business you would influence, whose good will retain. It is not an ordinary souvenir, soon broken or discarded. This ad lasts for a lifetime.

Autopoint is the sort of advertisement that keeps your name at your prospects' finger-tips all of the time. No waste in reaching just the people you want to reach. Advertising whose value is measured in years, not in minutes.

To executives of businesses who are interested in new sales outlets, in 100% advertising plans, we offer a beautiful sample Autopoint for their personal use.

Simply mail the coupon for it; attaching your letterhead or business card.

3 Big Exclusive Features

- 1 Cannot "jam"—protected by an exclusive patent.
- 2 Bakelite barrel—onyx-like, light-weight material—cannot dent, split, tarnish or burn.
- 3 But 2 simple moving parts. Nothing complicated to go wrong. No repairs, no bother.



Autopoint
"The Better Pencil"

AUTOPOINT COMPANY

4619 Ravenswood Ave. Chicago, Illinois

AUTOPOINT COMPANY For Executives Only
4619 Ravenswood Ave., Chicago, Ill.
Without obligation, please rush sample Autopoint Pencil, your business-building gift proposition, prices of pencils and stamping, and full information. I attach business card or letterhead.

Name _____ Position _____
Company _____
Address _____ (S.M.5-15)

Hearing Held on Kelly Bill

(Continued from page 752)

is said to be menacing the small manufacturer and retailer to such an extent that W. H. C. Clark, of the American Fair Trade League, described cut-price merchants as thieves preying upon the small manufacturer.

A. L. Gifford, president of the Worumba Woolen Manufacturing Company, told how garments made of the goods his company produces were offered "at a price" to induce business, with the purpose of switching trade to some other goods on which the clothing manufacturer would make a larger profit.

Testimony From Cheney Brothers

Horace B. Cheney, on behalf of the Cheney Brothers Company, silk manufacturers, pointed out that his firm had spent large amounts of money in advertising their product. The results in good-will have, in a number of instances, been seriously injured by advertising of their branded merchandise by retailers at prices less than those which would admit of reasonable profit.

James F. Finneran, of Boston, representing associations of retail druggists and grocers, submitted advertisements showing price cutting in those lines, comparing them with manufacturers' and jobbers' lists. More than fifty representatives of manufacturers, retailers, wholesalers and housewives associations attended the hearing in favor of the bill if called upon to do so.

Opens Petroleum Campaign in St. Louis

Pierce Petroleum Corporation, St. Louis, the oldest petroleum refiner in the United States, is using an extensive newspaper campaign in the St. Louis territory. This company was organized in 1855 as J. R. Finlay & Company. The advertising is being placed by the Chappelow Advertising Company, St. Louis.



Printed Things



A DEPARTMENT DEALING WITH THE PREPARATION
AND DISTRIBUTION OF BETTER SALES LITERATURE

MAY 15, 1926

A Close Tie-Up With Dealers

THE method used by Mutschler Brothers Company to aid the dealer to cash in on this concern's national advertising embodies one of the most highly developed merchandising and sales promotion plans ever adopted in the furniture industry. The method employed in effecting a closer hook-up between the local dealer's advertising, display, and selling plan and the national magazine advertising of the manufacturer can be applied in many other lines of business with equally profitable results.

The prestige to be gained by a manufacturer through placing his selling messages in important magazines of large national circulation is an important factor in creating a demand for the product among dealers and consumers. By providing the dealer with a definite sales promotion program and with the necessary display and advertising materials, Mutschler Brothers makes it easier for the dealer to close the sales which its national advertising creates.

The sales promotion plan furnished to dealers by this concern for the month of May shows how any company with a national

advertising schedule—and those who are not national advertisers, for that matter—can help the dealer get the full benefit of this advertising in his own territory by applying well defined methods which are outlined for him.

The Mutschler plan for May is

phrase is confusing to the dealer, he soon learns what it is all about when he reads the explanation. Illustrations show him clearly the steps in each sale.

The next opening of the broadside shows a reproduction of the current magazine advertisement and tells the dealers how many readers will see this publicity. By selling the dealer on the importance and value of the national campaign, the company strengthens the bond of good will between factory and sales outlets, and arouses dealers' enthusiasm to get behind the line actively.

The inside spread of the broadside is devoted to illustrations showing the dealer helps in the form of booklets, folders, window display materials, dealer newspaper advertisements, and so on. In addition, the various units of the product are shown with prices so that the dealer has before him all the information he needs

for ordering new stock, display sets, booklets, and other dealer helps. With the broadside before him, the dealer can plan a complete local campaign for the month, including newspaper advertising, window displays, and

(Continued on page 792)



It is not often that the sales promotion plan is as closely interwoven with the merchandising idea as it is in this case. Mutschler Brothers Company's dealers are supplied with complete ammunition to carry on an intensive campaign for local business and thus draw dividends from the company's national advertising. The material shown above, except the broadside entitled "Better Profits," is furnished for dealer window displays in May. The broadside tells how to use this and other sales building literature on a definite schedule during the month.

based on the "unit block plan" merchandising idea back of the company's product. It is mailed to the dealers in the form of a broadside entitled "Better Profits." The first page of this broadside is devoted to a description of the "unit block plan" selling method. If the

The easiest way, of course, is to develop sales promotion literature along general lines so that the same piece will cover as much territory as possible. The experience of The Hayward Company and others shows, however, that it pays to fit the appeal to the

Buyers want genuine facts and helpful information instead of broad claims and generalities.

These booklets and folders show how The Hayward Company aims its selling messages directly at each industry in which its products are used. The company gains the confidence of the buyer by showing that it understands his problems and that this knowledge has been applied in developing products offering specific advantages in each industry.

COAL
how it is handled
CHEAPLY
QUICKLY
and with
LESS LABOR
with
HAYWARD
BUCKETS

101 Sewers
Roads and Streets

**HANDLING SAND
& GRAVEL WITH
HAYWARD BUCKETS
ECONOMICAL: QUICK**

Cashing In on Color Appeal

WHEN the color of the product carries a strong sales appeal, showing the product in actual colors is an important factor in increasing the pulling power of sales literature. As advertisers learn from experience that color plays an important part in getting and holding the attention of readers, we find more and more advertisements in the magazines and in the mails with reproductions of the product in full color. To cash in on color appeal to the fullest extent requires quality art work, engraving, and printing, but the trend of modern advertising proves that

Harmonious blending of color is one of the strongest sales appeals embodied in Richardson Roofs. This company cashes in on this appeal by using quality sales literature in colors to attract buyers.

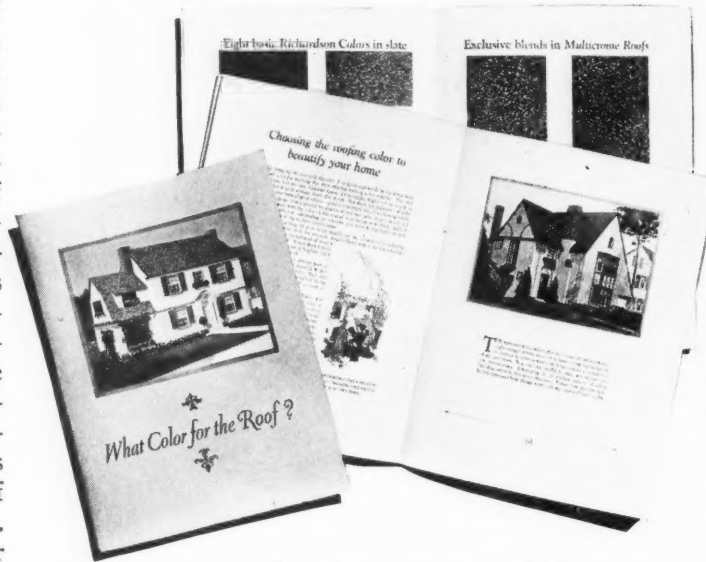
this is a sound investment.

An interesting example of the use of color to increase pulling power which offers many suggestions for application in other lines is found in the booklet, "What Color For The Roof?", published by The Richardson Company. This company, through the booklet mentioned as well as in its magazine advertising, has added beauty as a sales argument for its product in addition to other more

prosaic advantages such as utility, wearing qualities, and so on.

It would be difficult to attempt

(Continued on page 790)



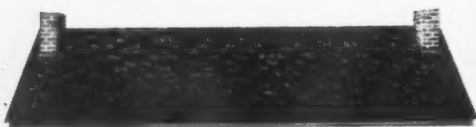
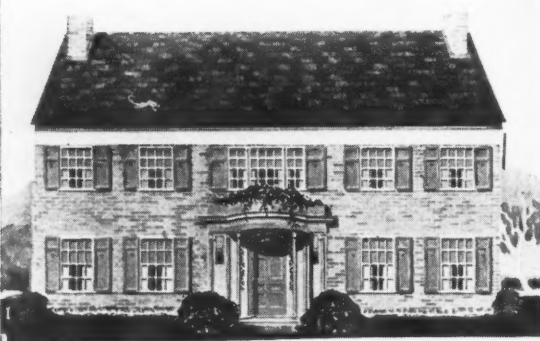
The Multicrome Roof in Opal

First choice, house No. 4. This roof in combination with a similar finish on the walls to match the color of the brick, the white trim, and the white shutters, is shown on page 18 of the book.



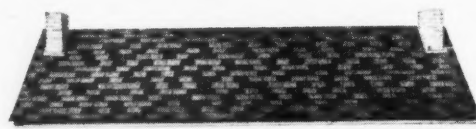
The Multicrome Roof in Weathered Brown (1922), The Roof (1923), and Heather Purple (1924)

First choice, house No. 4. See also choice, house No. 2. House No. 2 is shown on page 18 of the book.



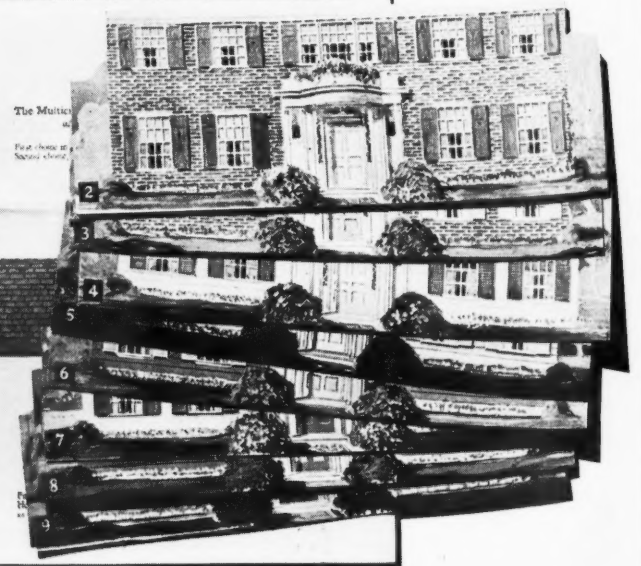
The Multicrome Roof in Dusk Blue, (1923), and Opal (1924)

First choice, house No. 1. Second choice, house No. 5. Third choice, house No. 6. House No. 6 is shown on page 18 of the book. A white frame house with green shutters is shown on page 18 of the book.



The Multicrome Roof in Dusk Blue, (1923), and Opal (1924)

First choice, house No. 1. See also choice, house No. 5. House No. 5 is shown on page 18 of the book.



This color chart helps the buyer to make his selection by showing the various color blends with cut-outs of houses in various color combinations. By placing the cut-outs beneath the colored reproductions of the roofs, the buyer can tell how a Richardson Roof will blend with the exterior color scheme of the house itself.



The Day the Big Rise in Salary Comes the Living Expenses take a Jump

THE first big jump in your income! You did not know just when it was coming. Your boss did not know. Your friends did not know.

The only people who seemed to know it was coming were people who would not have known you if they had met you on the street.

Yet they sent you things by mail. Booklets that described things you could not afford. Circulars describing purchases and investments far beyond your means. Catalogs with pictures of wonderful possessions you could hardly hope to own.

And then, one day you found yourself buying here and there these very things from these very people. You found yourself with a bank account, at the very bank whose circulars used to amuse you because the prospect of a bank account seemed so far away.

You found yourself with a charge account at a department store that you once

*They talk two minutes about "saving it all."
But they talk until midnight about
the new things they will buy.*

YOUR CUSTOMER IN THE MAKING
Changed habits of living mean changed habits of buying. The buying habits of the average person change sharply at least four times—at marriage; when the first child is born; when the first big jump in income comes; and when the first home is bought. And not until after each of these events does the individual know that commercially he is a new person—a customer in a new form, a consumer of different goods. But the advertiser with a live mailing list and a good printer to serve him can bank on these events and create new customers before the customers themselves realize that their buying habits have changed.

thought was too high-priced and exclusive for you even to enter its doors.

Every great business in America is founded on the belief that young

men are going to get along—earn more, need more, spend more. It is this belief that causes keen merchants and manufacturers to de-

pend upon good printers and good printing to help cultivate tomorrow's market. When you send out direct advertising, you are preparing people's minds for buying the very goods that today they think they will never be able to afford.

To sales managers, advertising men, printers, and buyers of printing

The planning and producing of this highly remunerative form of advertising is discussed and illustrated in a series of books issued from time to time by S. D. Warren Company. Copies of these books, as published, will be sent you by any merchant handling Warren's Standard Printing Papers; or we shall be glad to mail them direct. S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

WARREN'S

STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding

*(better paper
better printing)*

Continuity in a Car Card Campaign

IN a previous issue, we discussed methods for securing continuity in a series of mailing pieces. The exhibits shown on this page illustrate how the Chicago Wet Wash Company gets continuity in a car card campaign extending over a period of ten months, thus building up month by month a sales story that gains confidence and customers.

Before the series was started, the important sales features which this company could offer to its customers were analyzed and listed. These fell into nine subjects or sales points. The cards were then planned to introduce these points one at a time, but keeping the previous points before the readers as the later ones were pictured. The illustration shows how this was handled by inserting one by one a series of illustrations in place of the question marks in the blank spaces on each card.

Securing the confidence of the customer is an important factor in selling laundry service, since statistics show that the value of the average washing sent to laundries runs from \$40.00 to \$200.00. Name publicity—that is, keeping the name

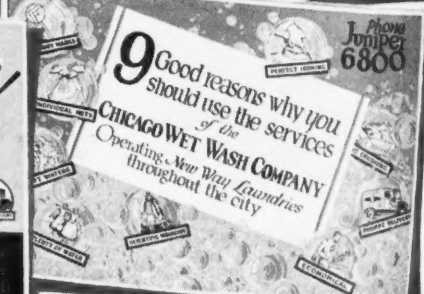
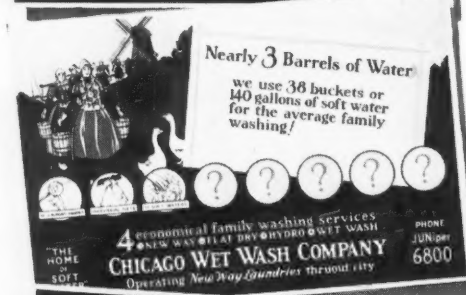
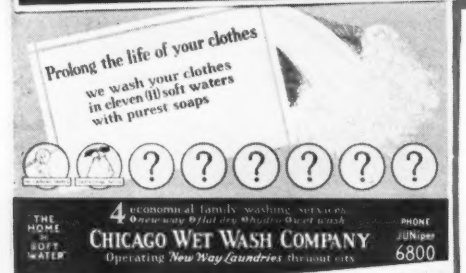
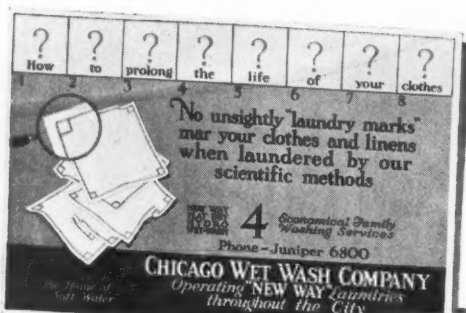
of the company before prospective customers—is also important, so that the name will be remembered when the customer needs laundry service. The campaign shown on this page was planned to secure confidence and name publicity, and car card advertising was selected as the medium to carry the story because of its repeat value and the large audience that could be reached daily in the Chicago elevated trains.

With the campaign at the half-way mark, Thure Waller, advertising manager, reports that sales have increased approximately 10 per cent. The actual volume can be estimated when it is stated that this company handles the washings of at least 20,000 Chicago families. No salesmen are employed other than the regular drivers covering established routes and new drivers who work as solicitors until they have developed a sufficient volume to open a new route. In addition, lists of new customers are secured from public utility and other concerns, and these names are solicited by telephone.

Records show that the average family sends the washing to the laundry every two or three weeks.

(Continued on page 792)

This series of ten car cards is used by The Chicago Wet Wash Company to build up interest in modern laundry methods and create more customers among the riders of Chicago's elevated trains. This is an effective method for getting continuity into car card campaigns.





Have YOU this Library of Blotter Advertising?

TO MAKE blotter advertising more helpful, we have been studying the subject for years. We have gathered together samples of the best blotters and the stories of how they were used.

In the "Dictionary of Blotter Advertising" we show how blotters are used in advertising to stockholders and as advance cards for salesmen—how they are successfully employed in selling to industries—in trade advertising—and as dealer helps.

We suggest how they can be used with profit in nearly every business.

In the "Scrap Book of Blotter Advertising" we reproduce samples of some of the best blotter campaigns with foot notes stating just how the blotters were distributed.

For the retailer, we have prepared the book "How Business Is Won With Blotters," which shows the advantages of local advertising with many suggestions for copy and treatment.

In "Packed With Product Advertising" we show how blotters can be used in the package with profit to the manufacturer.


If you buy, plan or produce printing matter, we will gladly send you any or all of these books, believing that they will be truly helpful.

STANDARD PAPER MFG. CO.,
Richmond, Va.

Makers of Ink-Thirsty

Standard Blottings

The postage of your dealers provides circulation at no cost!

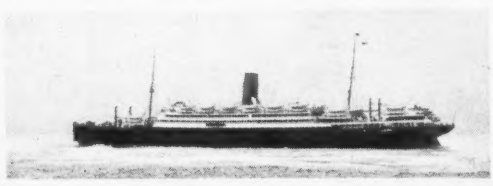


Embarkation (Until Midnight) from NEW YORK

PORTS	MILEAGE	ARRIVAL	DEPARTURE
New York
Havana

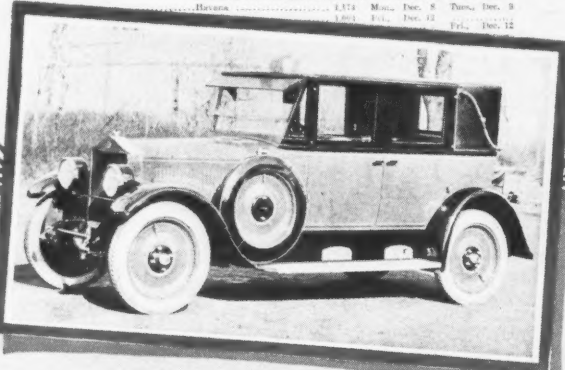
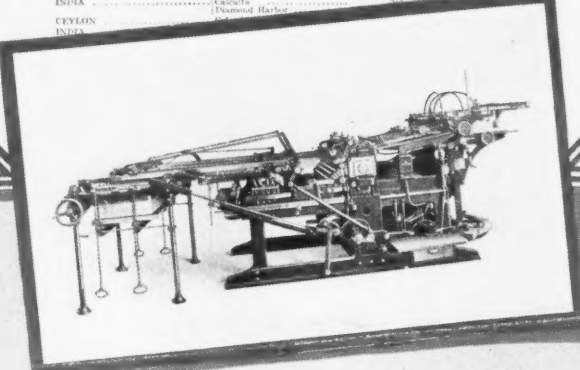
ITINERARY OF THE CRUISE

PORTS	MILEAGE	ARRIVAL	DEPARTURE
INDIA
CEYLON
INDIA



DURATION OF VOYAGE, 133 DAYS

MILEAGE	ARRIVAL	DEPARTURE
.....
.....

WHEN THE DEXTER FOLDER COMPANY TELLS PRINTERS THAT ITS FOLDING MACHINERY WILL MAKE OR SAVE MONEY FOR THEM, IT INTERPRETS DOLLARS AND CENTS IN TERMS OF OCEAN CRUISES, MOTOR CARS, OR PLANT EQUIPMENT. TANGIBLE SUGGESTIONS OF THE BUYING POWER OF THE MONEY SAVED HAVE A STRONGER INFLUENCE THAN THE MERE MENTION OF SO MUCH MONEY IN COLD FIGURES.

How to Show Dollars and Cents in Pictures

FIFTY cents is just "cigarette money" to a man with a wallet full of tens and twenties. But, to a man without a cent, it represents the luxury of a meal or a bed for the night. A mere pittance, in the eyes of one man; a goodly sum, in the estimation of another.

When the Dexter Folder Company stated in a folder recently that its equipment would earn \$1.50 an hour for each hour of running time, it did not leave it up to the readers to judge from their own individual standpoints whether that figure was large or small. It interpreted this earning power in terms of motor cars, around-the-world tours, and plant equipment. By so doing, it pictured the purchasing power of a given amount of money far more effectively than could be possible merely by stating the figure in dollars and cents.

The Chicago Elevated Advertising Company has used a graphic method to show the large volume of orders taken by its sales promotion department, that can be adapted to similar uses in other lines of business. The company might have stated that 67,000 orders had been taken, but this would mean

much or little to anyone who had never seen that many orders in a pile. So, it stacked them up and took the picture shown on this



The Chicago Elevated Advertising Company uses this method of showing graphically some 67,000 orders for products advertised in the cars which were taken by this company's Sales Promotion Department. This beats the old stunt of measuring the mileage "if laid end to end."

page which speaks louder than mere figures.

Value and size are variable factors in that they depend upon individual conception as to their comparative importance. When they can be shown graphically, however, they are measured by appreciable standards and stated in terms which appeal to the imagination or desires of the reader. By using methods such as those shown here, figures can be given life and reality and tangible value.

Pictures such as these can also be painted in advertising copy. For instance, the laundries have pictured the hours of pleasure that women can enjoy by sending the washing out instead of doing it at home. The motor car companies have illustrated and described the pleasures of long drives through scenic country. Pictures of this kind make advertising copy interesting because they fan the reader's imagination and hold his interest where figures and statistics might become dry and dull.

This is where the advertising agency or other specialist outside of the home office organization can frequently be of help in establishing fresh viewpoints.

PHOTO-ENGRAVING *proclaims the Emancipation of Women*



HOW PICTURES LEAD THE WAY FROM
ARTIFICE TO ART . . . *By JAMES WALLEN*

SINCE Jenny Lind sang in Castle Garden, woman has achieved a new silhouette. Photo-engraving, likewise, has won a new freedom . . . Woman in today's corset is as sleek as a Greek girl captured in a bronze by Paul Manship. In the copper plate of the photo-engraver she is pictured to the life to captivate the multitudes.

THE AMERICAN PHOTO-ENGRAVERS ASSOCIATION,
mentors of progress, wish to send you their booklet,
"The Relighted Lamp of Paul Revere"



Courtesy of LILY OF FRANCE CORSET COMPANY

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES ♦ 863 MONADNOCK BLOCK ♦ CHICAGO

How to Keep Old Customers

TOO many advertisers regard Direct Mail advertising solely as a means for getting new customers. They overlook the valuable aid this medium provides in holding old customers and making them bigger buyers.

It costs more money to lose an old customer than to gain a new one. This is true in every line of business, whether it be the manufacturer, the wholesaler, or the retailer.

How to hold old customers is more important than methods to get new ones. The old "regulars" keep the factory going and pay the bills. New customers are potential assets. Old ones mean known volume and steady profit.

The Cargill Company has been helping concerns to make bigger buyers out of old customers for more than forty years. As proof of the pudding, it offers its own record of serving many of its customers for ten years and longer. The same methods, applied to your business, will afford valuable insurance that your old customers will stay on your books while their volume steadily grows.

A request on your letterhead will place you on the mailing list to receive The Cargill Criterion. From month to month, it offers many valuable business-building suggestions that you can use profitably.

**The Cargill
Company**
Advertising—Printing
Grand Rapids - Michigan

Sales Literature for Skyscrapers

WITH continued improvements in building construction, new conveniences for tenants and other features to offer prospective lease holders, skyscrapers have something more than height to sell these days. Judging from a number of booklets promulgating the advantages of this or that building which have come to our attention recently, building managements are making as many improvements in their sales literature as in the buildings themselves.

Two excellent examples of the last word in booklets to sell office space are shown below. An interesting contrast is brought out in these two booklets inasmuch as one of them is used to promote the sale of office space in a building not yet completed, while the other advertises a building already occupied.

The Jewelers Building in Chicago makes an advance bid for business by showing drawings and floor plans so that the prospective buyer of space may see and under-

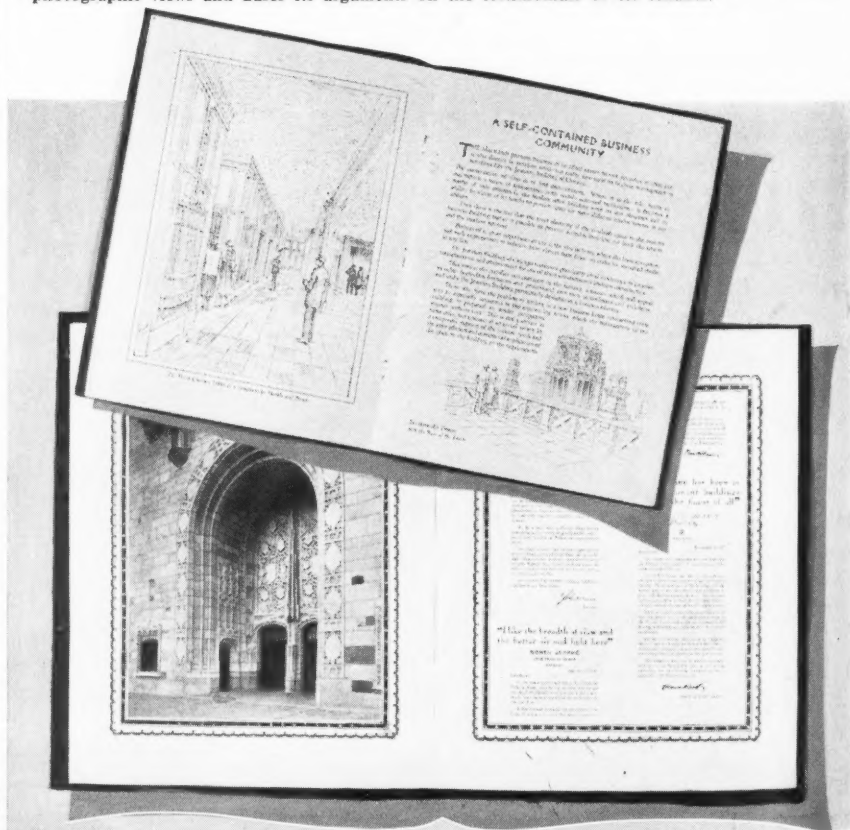
stand the advantages which will be provided for him in the finished structure. On the other hand, the booklet promoting the Tribune Tower bases its appeal on actual photographs of the completed building supported by testimonials from present lease holders.

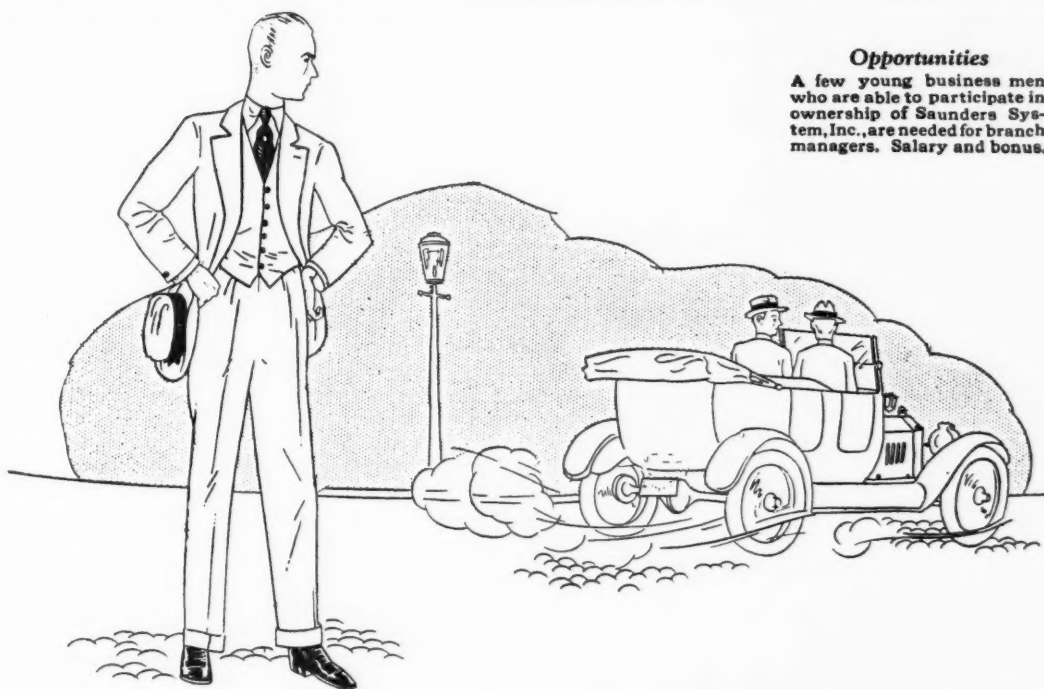
Direct mail advertisers in other lines of business can gain some valuable points from both of these pieces of sales literature. In the first place, they constitute a quality appeal which is carried out with excellent art work, engravings, typography, and printing. They offer specific information instead of general claims. They tell a logical and convincing story with illustrations to maintain the proper atmosphere and to lend graphic explanation to the printed word.

In addition to the usual views showing lobbies, entrances, and typical offices, the Tribune Tower booklet sets a new style in building photography by showing

(Continued on page 792)

Two contrasting examples of quality sales literature to sell the advantages and conveniences of new office buildings. The Jewelers Building uses architects' sketches and floor plans because the building is not completed. The Tribune Tower, on the other hand, shows actual photographic views and bases its arguments on the testimonials of its tenants.





Opportunities

A few young business men who are able to participate in ownership of Saunders System, Inc., are needed for branch managers. Salary and bonus.

The Saunders' Hated to Borrow! —so the Saunders System was started!

BACK in 1915, there was a sign on a certain Omaha office door—"Saunders Company, Real Estate."

Real estate prospects, be it recorded here, were not too numerous in Omaha at that time. The Saunders brothers literally had to dig them up. And once they had them, there was always the problem of conveying them to the real estate in which they were interested.

The Saunders' didn't mind walking! But the "prospects"—that was a different matter. So the Saunders boys fell into the convenient habit of borrowing an old Ford from the man with whom they shared the office.

For a while, the plan worked well. But the Saunders' *hated to borrow!* Why, they argued, shouldn't there be some plan whereby a mere pedestrian might *rent* himself into the more affluent *motorist class*.

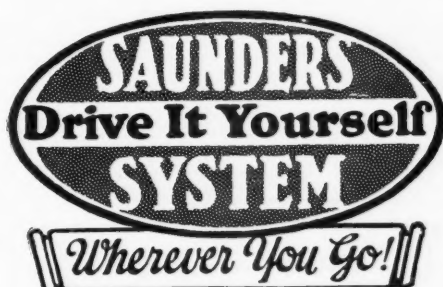
They thought and studied and puzzled. One day they conceived a hazy idea which has since blossomed into the "Saunders System". They bought an old, wheezing Ford touring car, and advertised in the classified section that it might be rented *by the mile*.

People were interested. Another car was purchased and a garage rented. In 1917, just two years after they launched the first Drive-It-Yourself idea, the four brothers and father leased a downtown garage, where with a large stock of cars they began business on a broad scale and laid the foundation of a national chain.

Together, during these years, this father and four sons have worked—until today the Saunders System is serving the entire nation through eighty-five stations in principal cities. Saunders cars last year were driven by customers twenty million miles!

The Saunders System has been successful, because it is based on an *idea*:—the renting *by the mile* of a car you can *drive yourself*. You pay only for actual mileage used. The Saunders System pays all upkeep, repairs, and other expenses.

Today thousands of persons are driving cars for business or pleasure—simply because the Saunders' *hated to borrow*.



Main Office: 1210 Wyandotte St., Kansas City, Mo.
Chicago Office: 4860 Broadway
85 Branches in Principal Cities

\$124,342.25 Worth of Merchandise Sold By One Letter at a Total Selling Cost of \$2,552.24

THE letter which produced this remarkable result won first prize in our "\$400.00 in Gold Prize" Contest for the best pieces of Direct-Mail used in 1925.

A copy of the letter and complete details regarding it will be sent you with a year's subscription if you sign the "Sales Increasing Coupon" below.

"Anything that can be sold, can be sold by mail"

The orders can be secured by Direct-Mail, or sales made easier for your salesmen. There is nothing a salesman can say about what you sell that cannot be written and printed. That is why thousands of firms are profitably using Direct-Mail.

Every issue of POSTAGE contains articles on selling by Letters, Folders, Booklets, House Magazines, Mailing Cards, Catalogs, etc. Every person who has anything to do with selling can get ideas for increasing sales out of POSTAGE.

POSTAGE is published monthly. The subscription price is only \$2.00 a year. Subscriptions are sold with the following guarantee: If, at the end of one year, you write us that POSTAGE has not been a 100 per cent investment, we will gladly return twice the amount you paid—\$4.00.

FREE! We Will Also Send You Free of Charge This 212-Page Book of Advertising and Selling Ideas.

The October, 1925, number of POSTAGE which was dedicated to the Direct-Mail Convention in Boston, October 28, 29 and 30, 1925, has been acclaimed the finest Direct-Mail magazine ever published. It contains 64 articles on Advertising and Selling and information regarding all products and equipment necessary in the successful use of Direct-Mail. The single copy price is 50c. We will include a copy, without charge, with a year's subscription.

POSTAGE

The Monthly Magazine devoted to all forms of

Direct-Mail Selling

Letters, Folders, Booklets, Broadsides, House Magazines, Catalogs, Mailing Cards, Etc.

18 East 18th Street New York, N.Y.

HANDY COUPON BELOW

A Sales Increasing Coupon



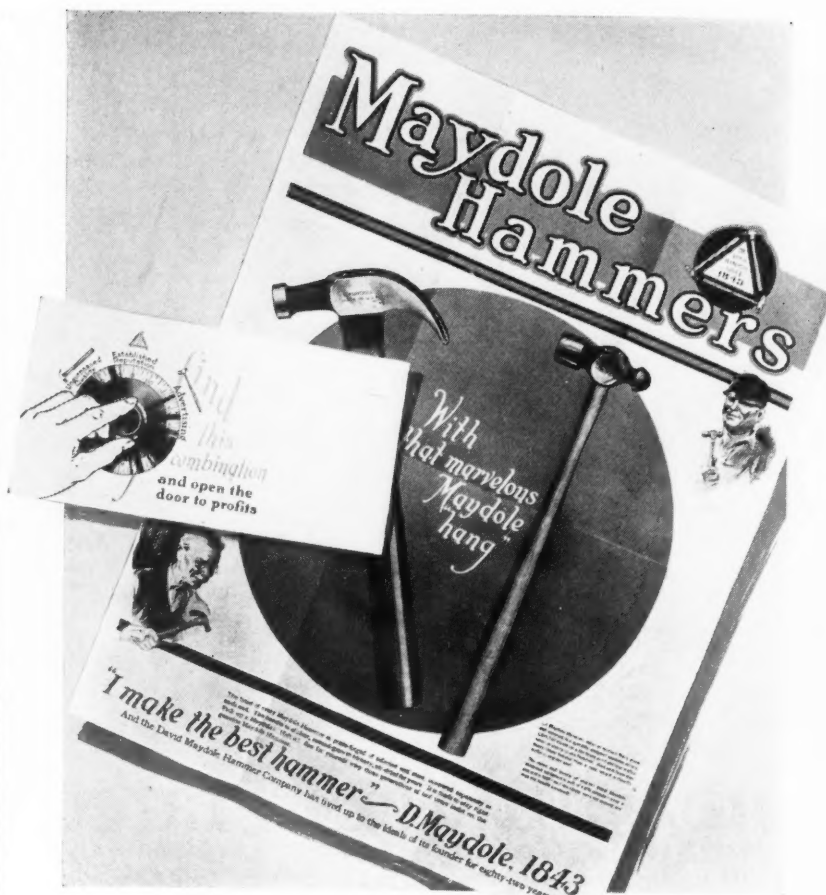
Send No Money Now

POSTAGE
18 East 18th Street
New York, N. Y.
Date _____

YES! You may send me POSTAGE for one year—12 issues—starting with the current number, including a copy of the letter which sold \$124,342.25 worth of merchandise at a cost of \$2,552.24. You will furnish free of charge, the 212-page book of Advertising and Selling Ideas. Bill for \$2.00 to be sent after subscription has started.

Name _____
Address _____

[SM-5-1]



The inside spread of this broadside to dealers makes an ideal retail poster because it is not cluttered up with too much copy of a dealer nature. Large blocks of solid red in the heading and behind the hammers give plenty of attention value.

A Dealer Broadside That Makes an Effective Poster

EFFECTIVE posters can be made a part of dealer broadsides if the layout and copy for the inside spread are developed in poster style in a manner similar to that shown in the broadside illustrated above, issued recently by the David Maydole Hammer Company. In many cases where this is attempted, however, the result is unsatisfactory because the layout artist and the copy writer carry too much dealer appeal and squeeze too much copy and too many illustrations into the inside spread and thus spoil its effectiveness as a consumer poster.

The Maydole broadside shows how one concern makes use of this space in a dealer broadside for a poster which the dealer can use to develop consumer demand. The illustrations are simple, and large enough so that the details can be seen through a display window or

across the counter. The copy is brief and is limited entirely to consumer appeal. The message to the dealer involving advertising, profits, and turn-over, is confined to the other pages printed on the reverse side which are read by the dealer as he opens the mailing piece.

The effective design for the address side of this piece shows what can be done in the way of picturing differently the combination of advertising, reputation, and quality that opens the door to profits. Dealers have become so accustomed to stereotyped titles on broadsides, booklets, etc., that the ordinary "line" about larger profits fails to arouse much interest. Many a broadside has failed to pull simply because the title was not strong enough to get the buyer to break the seal to see what it was all about.

Success Bond

LETTERHEADS OF DISTINCTION! First impressions gained from a business letterhead may even take precedence over the message typed upon the paper. The appearance, the feel, the crispness and crackle of the sheet, all conspire to create respect for the message carried on **SUCCESS BOND**.

It is a big favorite with banks, railroads and insurance companies, because it is of a quality commensurate with their importance and, furthermore, it cuts cost.

"Note the Tear and Wear as well as the Test"

DISTRIBUTORS

BALTIMORE, MD.....J. Francis Hock & Co.
CHICAGO, ILL.....Marquette Paper Co.
DALLAS, TEXAS.....E. C. Palmer & Co., Ltd.
HOUSTON, TEXAS.....E. C. Palmer & Co., Ltd.
JACKSON, TENN.....Martins-Currie Paper Co.
LOUISVILLE, KY.....Miller Paper Co., Inc.
MILWAUKEE, WIS.....The E. A. Bouer Co.
NEWARK, N. J.....H. P. Andrews Paper Co.

NEW ORLEANS, LA.....E. C. Palmer & Co., Ltd.
NEW YORK CITY.....H. P. Andrews Paper Co.
NEW YORK CITY.....Clement & Stockwell
NEW YORK CITY.....A. W. Pohlman Paper Co., Inc.
OMAHA, NEB.....Field-Hamilton-Smith Paper Co.
PHILADELPHIA, PA.....Satterthwaite-Cobaugh Co.
PORTLAND, ORE.....Blake, McFall Company
SPRINGFIELD, MO.....Springfield Paper Co.
TAMPA, FLA.....E. C. Palmer & Co., Ltd.

NEENAH

PAPER COMPANY

Neenah, Wisconsin

Makers of
OLD COUNCIL TREE BOND
SUCCESS BOND
CHIEFTAIN BOND
NEENAH BOND

Check the  Names

WISDOM BOND
GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



TO INCREASE SALES All Selling Efforts Must Co-ordinate



WOULD you like to know how we can help you to get a substantial increase in volume of business without disturbing your present sales and advertising program?

The function of this organization is to create, develop and produce resultful direct sales promotion campaigns.

—campaigns that co-ordinate all the client's selling efforts in a unified drive to get more business—economically.

When will it be most convenient for a representative to call and tell you more about how this can be done?

*You incur no obligation
when requesting a repre-
sentative to call.*

WILLIAM GREEN

a Corporation

Complete Direct Advertising Service and Counsel

Sales Promotion & Marketing & Merchandising

Offices: 627 West 43d Street, New York City

Cashing In on Color Appeal

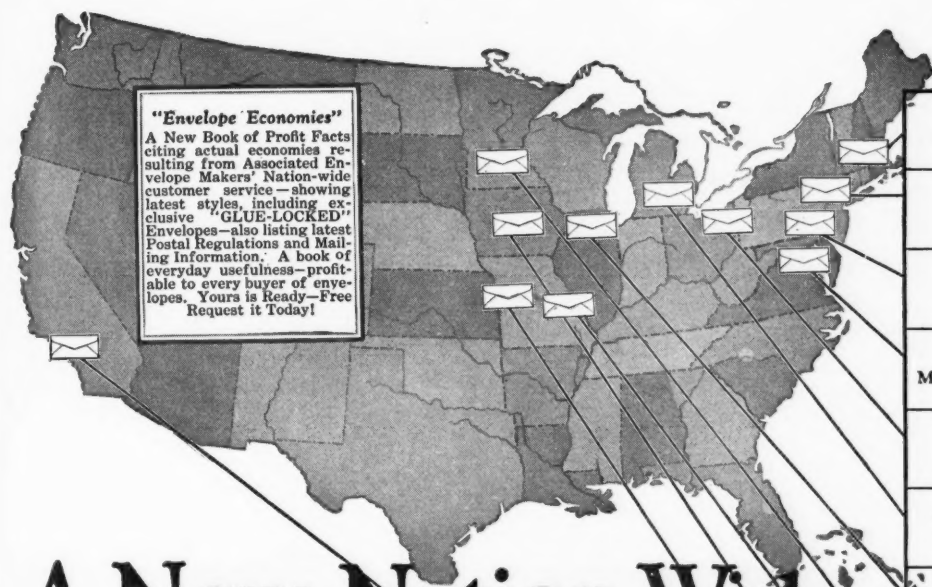
(Continued from page 780)

to describe the many attractive color combinations that are possible with Richardson roofs. The company, therefore, employs quality printing to tell the story in a most convincing manner. Samples of various colors and blends are shown to give a close-up view of the product. These are followed by illustrations showing how these colors are mixed and blended to provide beautiful color effects harmonizing with the color of the house itself. This strong eye-appeal requires but little selling copy to round out the sales presentation.

With so many color combinations to choose from, the buyer begins to wonder what would look best on the new house—he wants to visualize the finished job. For this purpose, The Richardson Company provides a large sheet on which is printed a series of twelve roofs in as many color combinations and nine cut-out houses printed on cardboard in a like number of color schemes. The buyer selects the cut-out house printed in the colors he will paint his own house and then moves it about on the color chart until he finds the roof which harmonizes best with the house. This little game of matching the roof with the house is one in which the whole family is likely to take an interest, and, in this way, The Richardson Company gets its product before all the individuals who will have the greatest influence in making the decision to buy.

Color, of course, plays an important part as a decorative element in sales literature. Borders, panels, captions, and initials in color break up the monotony of black and white and carry the eye to points of greatest importance. But, color plays a more valuable part when it is applied to the product itself through the medium of quality engraving and printing.

Showing the product in its actual colors is the closest possible approach to sampling and is much less expensive in practice.



"Envelope Economies"

A New Book of Profit Facts citing actual economies resulting from Associated Envelope Makers' Nation-wide customer service—showing latest styles, including exclusive "GLUE-LOCKED" Envelopes—also listing latest Postal Regulations and Mailing Information. A book of everyday usefulness—profitable to every buyer of envelopes. Yours is Ready—Free Request it Today!

A New Nation-Wide Envelope Service

YOU can purchase any style of envelope for any kind of service from the *Associated Envelope Makers* for prompt delivery anywhere in the country. You can also take advantage of the exclusive service of the *Associated Envelope Makers* in furnishing ***GLUE-LOCKED** Envelopes, the latest and most important development in the envelope industry in recent years.

The economic advantages of purchasing envelopes from the *Associated Envelope Makers* are manifold. When envelopes are ordered for branch organizations, they can be made and shipped from the plants of the nearest members, thus effecting quicker deliveries at lower freight costs.

This Nation-Wide Envelope Service is at your command to help solve all your envelope problems. Phone or write to the nearest manufacturer listed herein and he will gladly explain how you can get Better envelopes and Better service at No Extra Cost. Write for your copy of "Envelope Economies," the book that should be on every envelope buyer's desk. It pays to have it.

BOSTON
Boston Envelope Company
315 Centre Street—Jamaica Plain
Phone—Beach 7860

NEW YORK CITY
Berlin and Jones Company
547-553 West 27th Street
Phone—Chickering 8680

PHILADELPHIA
Whiting-Patterson Company
320 North 13th Street
Phone—Locust 0545

BALTIMORE
Oles Envelope Corporation
Montebello Avenue, Near 25th Street
Phone—Homewood 8968

CLEVELAND
Wolf Envelope Company
1749-1781 East 22nd Street
Phone—Prospect 3470

DETROIT
Wolf Detroit Envelope Company
209-223 Baltimore Avenue E
Phone—Northway 2094

CHICAGO
Brown Paper Goods Company
900-910 West Lake Street
Phone—Haymarket 7027

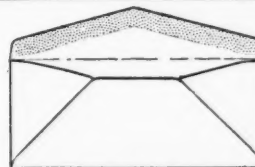
MINNEAPOLIS
Monasch Company
Envelope Mfrs. and Lithographers
500 South Fifth Street

ST. LOUIS
Berkowitz Envelope Company
Locust, 23rd and St. Charles Streets
Phone—Central 2525

DES MOINES
Berkowitz Envelope Company
1013-15-17 Walnut Street
Phone—Walnut 957

KANSAS CITY
Berkowitz Envelope Company
19th and Campbell Streets
Phone—Harrison 0092

LOS ANGELES
Coast Envelope Company
610 East Second Street
Phone—Pico 3113



Exclusive Makers of ***GLUE-LOCKED** ENVELOPES

GLUE-LOCKED Envelopes are an exclusive product of the *Associated Envelope Makers*, manufactured by a distinct type of machine which makes Better Envelopes.

GLUE-LOCKED Envelopes have wider flaps, are gummed wider and smoother, uniformly to the very edge. They have greater capacity without opening at the corners, are more easily handled through mailing machines and when they're sealed **THEY STAY SEALED**. Order GLUE-LOCKED Envelopes for every day, continuous satisfaction. Write for sample.

ASSOCIATED ENVELOPE MAKERS

Better Equipped to Make Better Envelopes

Some Important Styles
Correspondence
Return
Window
Postage Saver
Advertising
Bankers Flap



*GLUE-LOCKED—Reg. U. S. Pat. Off.

Some Important Styles
Safety Express
Expansion
Catalog and Booklet
Clasp
Mdse. and Counter
Tag—Coin—Pay-Roll

Caxton a·d·a
is direct-mail advertising that
dealers are willing to pay for.

Inasmuch as dealers get tons
of dealer help that they will not
use even though it costs them
nothing, the fact that they will
pay for a·d·a shows that the
difference is not in the dealers,
but in what they get.

And that is what you ought
to investigate.



THE CAXTON COMPANY

Cleveland

Continuity in a Car Card Campaign

(Continued from page 782)

Continuous showing of the car cards day after day keeps the company name on display and makes it easier to build up a longer list of steady customers.

In passing, it is well to point out that no small part of the success of this campaign is due to the fact that the cards are attractively designed and printed in four colors, the captions are large and easy to read, the copy is brief, and the illustrations tell a sales story in themselves.

The actual work of planning and producing the cards used in this campaign by the Chicago Wet Wash Company was handled by the Copy and Plan Department of the Chicago Elevated Advertising Company as part of its service to car card advertisers.

A Close Tie-Up With Dealers

(Continued from page 777)

direct mail to buyers lists.

Albert Power, sales manager of Mutschler Brothers Company, reports that this plan has given his company a closer tie-up with dealers than any other method that was tried previously. By getting the dealer to work in double harness with the factory, pulling toward the same goal with properly coordinated effort, sales problems are simplified and the advertising, both national and local, shows bigger returns.

Sales Literature for Skyscrapers

(Continued from page 786)

unusual vistas seen through the openings in the ornamental stonework on the upper floors which suggest similar views to be enjoyed by those who occupy space in the building. The text in this booklet, except for a brief one-page introduction, is limited entirely to testimonial letters from present occupants of the building, expressing their satisfaction.

Taming the Prospect Who Has a Door-Slamming Complex

(Continued from page 738)

was unnecessary for him to call on them, though; they all knew him, knew he carried the best goods to be had, and so on, and when they wanted anything they came to his store and bought it. He was prevailed upon to try the plan, however, and sent his son-in-law out as salesman. This one man, working for a new dealer, sold 25 Kelvinators in five weeks.

In spite of this success, however—or perhaps because of it—the dealer then discontinued the plan for a time and his sales immediately dropped off. He sold not one Kelvinator for a month. He then began to see the light and began using the plan again, whereupon he sold 18 the first month and 15 the next—and both were winter months.

Handling the "Annoyed" Buyer

In Cleveland, ten sales have been made on the first call when the salesmen called to pick up the books. As already remarked, Kelvinator is not regarded as a "one-call" product, therefore this record is unusual.

In Boston, sales directly traceable to "Cave to Kelvinator" have averaged four a week since last August and there has never been a week in that time that no sale at all was reported. The record for that territory is twelve sales in one week, directly traceable to this plan.

Many interesting sidelights develop, of course. There was one case of a woman who was expecting a telegram and who, when she saw a messenger boy at the door was sure he had come to deliver it. When she discovered he had delivered her some advertising matter instead, she was so indignant, she immediately called up the dealer and told him if he wanted the book, he had better send for it at once; she would destroy it at 12 o'clock sharp. A salesman hustled right over to save the book and when she met him

with it at the door, she undertook to "give him a piece of her mind."

The salesman saw she had not opened the package, so when he got a chance he said: "So you didn't even see the book, Mrs. Blank?" She had not; furthermore, she didn't care to see it. Nevertheless, as she talked, the salesman quietly unwrapped the package and brought the book into view. "You see, Mrs. Blank," he said, "it really is a very handsome book and it is as good to read as it is to look at." To come to the conclusion, she became interested, agreed to keep the book and look it over after all, and eventually bought a Kelvinator.

A factory man, selling Kelvinator part time, was sent out to pick up the books on a supposedly poor street that the regular salesman did not want to bother with. Down near the end of the street the part time salesman found a builder who bought three Kelvinators.

How the Plan Works

The same man about a week later went on another street and made a sale at the second house he called on.

In Mount Clemens, Michigan, a new dealer sold two machines the first two days.

Many women like the "Cave to Kelvinator" book so well they offer to buy it.

It is a generally known fact that Kelvinator sales have grown by the proverbial "leaps and bounds" and it would be presumptuous to say that this phenomenal increase has been due entirely to employing the "Open Door Campaign," because there are other reasons for the growth. On the other hand, one can say without reservation that the plan is the best of its kind ever tried by the Kelvinator Corporation and certainly one of the best ever devised for overcoming the difficulties commonly encountered in selling a specialty product.

SALES MANAGEMENT—MAY 15, 1926

Standard Rate and Data Service

"This is to advise you that we have received the March issue of Standard Rate and Data Service and are enclosing herewith renewal card, as we are anxious not to miss an issue of the Service."

Rickenbacker Motor Company

"Your Service has repaid us time and again, and it has become such a fixed habit to refer to Standard Rate and Data Service, that we would be lost without one."

Harvey, Zoeller & Company
An Advertising Agency

STANDARD RATE & DATA SERVICE

536 Lake Shore Drive
CHICAGO

New York

Los Angeles

USE THIS COUPON!

Special 30-Day Approval Order

192

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois.

Gentlemen: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30-days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name _____

Street Address _____

City _____

State _____

Individual Signing Order _____

Official Position _____



EDITORIAL COMMENT



What Is It That Makes a Big Business Man Big?

Publishers of one hundred business papers were gathered together at the Seaview Golf Club. It was pointed out that if all business publications were of uniform page size it would save advertisers a great deal of money and make it easier for them to advertise in business papers. A resolution was passed recommending four sizes of type pages as standard. Without a moment's hesitation, Colonel Simmons, president of the Simmons-Boardman Company, stood up and said that he was in favor of anything that was for the good of all, and announced that all the Simmons-Boardman publications, which include such important papers as "Railway Age," "Railway Electrical Engineer," "Railway Engineering and Maintenance," "Railway Mechanical Engineer," "Railway Signaling," "Marine Engineering and Shipping Age," would go to the 7 by 10 inch standard type page size. C. A. Musselman, president of the Chilton Class Journal Company, publishers of "Motor Age," "Motor World Wholesale," "Automotive Industries," and the "Automobile Trade Journal," was equally prompt in his decision. In the case of the Chilton Class Journal publications the initial cost to one paper alone of changing to standard size will be \$20,000. It was plain why these two publishers are among the leaders. There was no hedging to see if half way measures would do; there was no talking over it in conference; there was no waiting to see what the others were going to do. And after all, what is leadership but the ability to be able to see clearly the right thing to do and doing it decisively and thoroughly?

The Cleveland Chamber of Commerce Goes Into the Publishing Business

At a recent meeting of the directors of the Cleveland Chamber of Commerce it was voted to start a publication to be called the "Cleveland," for circulation among the membership of the association, the expense of which, of course, was to be defrayed from the advertising of public spirited business concerns. Having disposed of that detail the honorable directors passed on to the matter of denouncing the government's invasion of the realm of private enterprise. It was very wrong and very unfair for the government to enter into competition with privately owned business, but it was quite all right for the Cleveland Chamber

Publishers of one hundred business papers were gathered together at the

of Commerce to publish a magazine and solicit paid advertising for it, in competition with privately owned publishing organizations!

It seems to us it is high time associations which preach one thing and practice another should set their houses in order. To the credit of the Merchants' Association of New York, that organization recently turned down a proposition to exploit its membership and decided to issue a bulletin service instead of a magazine. The National Association of Manufacturers also turned a deaf ear to a promoter who thought he saw pay dirt in a publishing scheme for selling advertising in the organ of that association. Others are beginning to see the problem in its true colors. It is too bad that such a reputable body as the Cleveland Chamber of Commerce should stoop to such tactics.

It is Going to Be a Good Summer for a Good Salesman

One of our contemporaries published an interesting article a few weeks back about the Gulbransen Piano Company of Chicago. Like a great many others this company had for years gone on the theory that summer was an "off" season for pianos. So they never tried very hard to sell them. Then somebody in the Gulbransen organization discovered that there were more daylight hours for selling pianos in summer than in winter; that people were easier to see in summer than in winter and that people had just as much money to spend in July and August as they had in the other months of the year. So last year Gulbransen put on a drive for summer business with amazing results. Sales were increased 65 per cent. What used to be the poorest season was turned into the best season. We know of at least two hundred other concerns, in almost every line of business, who had a similar experience when they forgot about summer vacations and summer heat and took off their coats and set to work in earnest. These concerns found last year that the summer months are in reality months of opportunity. This will be even truer this summer because stocks are now at a low ebb, and business has been hesitating since February. In the last three months many of the conditions which have held up orders have been corrected. Confidence is coming back. Business is getting better. Buyers are ready to buy. That is why we say business is going to be good this summer for the sales organizations who are on their toes and going after it.



Plan NOW for Fall Direct Mail Advertising Campaigns

YOU CAN make every advertising dollar *earn more* this fall, if you'll plan your campaign *now*, while you have time to think it through leisurely.

By planning now you can avoid the too-frequent last-minute rush to jam the pieces through and get them in the mail on time—with the higher cost of production that is bound to result, and the slighting of the work for the sake of speed.

The average direct-mail campaign, properly handled, requires three or four months for perfecting the plan, the copy, the preparation of art work, plates and printing, and if you will check your calendar you will agree with us that *right now* is the time to start.

We can help you—through our Creative Department—in planning and preparing a more effective fall campaign than you have ever used. Let us confer with you *now* to get together all of the facts, so that we may work out and submit suggestions, with estimates of cost, and *help you to get your fall campaign through on time.*

At the same time, by planning the campaign as a unit and “doubling up” on the printing end of the job, we can produce the campaign for you at lower cost—which in turn will result for you in a lower cost per inquiry or sale.

James C. Igoe Company

Chicago's Most Progressive Printers

600-610 W. VAN BUREN ST. CHICAGO, ILL.
TELEPHONE HAYMARKET 8000

How Far Apart Are Troy and Albany?

Troy and Albany are twin cities but they are far apart psychologically.

Dealers in Troy want you to use Troy newspapers—they are no more influenced by Albany advertising than by Buffalo advertising.

This is substantiated by the fact that The Troy Record has city circulation sufficient to cover 95 per cent of Troy homes.

That proves the dominance of The Record—a newspaper which satisfies its community so thoroughly that no outside publications can find standing room.

The TROY RECORD

National Advertising Representatives:
CHAS. H. EDDY COMPANY
New York, Park-Lexington Bldg.
Chicago, Wrigley Bldg.
Boston, Old South Bldg.

Sales Tactics That Sell the Big Stores

(Continued from page 730)

he has 5,000 points, or close to \$125,000. By April 1 he had made 164 per cent of his quota, with nine months yet to go!

One of the most important features in connection with these accomplishments is the fact that he has obtained this new business without increasing the cash register equipment in his twelve stores to any great extent. Practically every sale involves the trading-in of older machines, and the allowance on them is deducted from his gross sales to give the volume of net business with which he is credited in competition. His problem no longer is merely to show department stores why they should use his equipment—he sold them on the cash register idea years ago. Now it is a matter of replacing old models with better, more expensive machines or of devising new uses for them in departments where they have not already been installed.

"Be Sure of Your Facts"

"My policy in selling to the department store," explains Mr. Farwell, "is to consider myself as one of its executives. Working with the same executives in the same stores for so long, I have won their confidence until now I have access to any office data or counter in a store. I frequently shift the personnel in a certain department, change the floor men, fire a cashier who isn't using a machine properly and place other help in positions in the store. Sometimes I suggest changes in floor plans, recommend new sales checks or lay out mail-order forms. I figure that I consult with department store executives not merely to sell cash registers but to help them operate their store profitably.

"I recommend only such purchases as I would make myself if I were the buyer or owner of the store. During the course of a year I submit between thirty-five and forty typewritten, two or

three-page propositions to my customers. These propositions involve months of study; I examine the sales records or departments, the number of persons employed, the number of complaints received and anything else which has any bearing upon the operation of the particular store in question. All costs are figured on a conservative basis and before trying to make a sale, I show the buyers in black and white where they will save money and improve their service by adopting my recommendations. Not more than one or two of these propositions are rejected simply because I am sure of my ground.

One "Halo" Order

"As an illustration of the personal responsibility I have to take in the operation of a store, a short time ago I was looking over the records in a lingerie department and found that only about fifty or sixty sales a day were being entered in a \$2,000 machine. It was very apparent that I must remedy the situation before someone else beat me to it, so I transferred this machine to a busier department and put a much less expensive one in its place. If I hadn't noticed that extravagance, some executive of the company would have checked over the records some day and, noticing those fifty or sixty sales, would have been certain that he was being 'gypped,' and I would have lost a large part of my influence in that store."

Whenever a big special sale is held in one of the department stores, Farwell and his assistant are on hand to see that their machines are giving the proper service and to cooperate with the management in every way possible. In one case recently a store purchased \$3,000 worth of equipment in preparation for a sale, and Farwell's assistance in helping conduct it was so highly valued that the officials purchased an additional \$865 machine just to express their appreciation.

On March 30 and 31 he closed three sales he had been developing ever since he began selling to the department stores. Marshall Field and Company, Carson, Pirie, Scott and Company and The Fair, between them, purchased ninety-five of the latest type machines. While there were already many machines in the Marshall Field store, the recent order was for fifty-six machines to replace an equal number of an older model. In the Carson, Pirie, Scott store thirty-five \$1,345 registers took the place of thirty-four \$810 machines and The Fair replaced five \$700 models with \$1,965 machines.

Sales of this kind require more demonstration, more planning ahead and more persistence than straight sales where no replacement is involved. Thirty-five officials of one of the largest stores in the city attended seven demonstrations of two hours each in the National Cash Register Company's office before they were convinced that the machines they were then using should be replaced. In addition to these demonstrations, Mr. Farwell called at the store offices innumerable times, talked with clerks and buyers, compiled figures to prove his point and had worked on the one order for more than three years.

Dividends in Saturday Work

He worked up an elaborate proposition for another store each year for five years before the sixth one offered finally was accepted, resulting in a \$38,000 deal. In this instance a competitive firm had undertaken to sell a system which, they said, required only \$10,000 worth of equipment. After a great deal of investigation, Mr. Farwell gathered data to prove that the operating expenses of the system would amount to \$57,000 a year. He succeeded in getting an order which competitors had already closed.

"One of the most interesting sales I ever made was in the post card department at one of the stores," says Mr. Farwell. "There were seven cashiers and around seventy sales people in the department. The clerks made out individual sales checks which were

paid at the cashiers' windows. Just before the Christmas rush three years ago I looked over the department and discovered that three cashiers and considerably fewer sales people could do the work with the aid of cash registers. But in order to convince the eight executives, including several buyers, that I was right, I had to draw up new floor plans and to show that expenses would be reduced below a certain figure and that complaints, which were somewhat prevalent in that department, would be eliminated. I sold but one machine that year on the strength of the demonstrations, but two more demonstrations in the two following years extended the influence of that one proposition to sales of forty-two more registers costing \$1,965 each."

Making the Saturdays Count

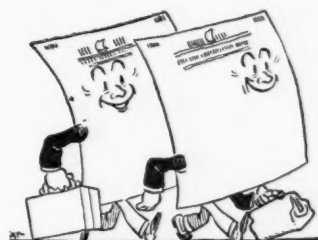
Success in selling, according to Mr. Farwell's formula, consists more than anything else of long hours and painstaking work. Many times he may be found working in department stores long after closing hour; frequently in helping to prepare for a special sale he gets to the store before the employees.

His wife asked him once why he had to work Saturday afternoons when other women's husbands were always at home. He replied that he didn't have to work on Saturday afternoons but that it was to their advantage that he did so. The remark set him to wondering whether such long hours were necessary, however, so during 1924 he kept a record of the sales he made after four o'clock Saturday afternoons. By the end of the year he found that the sales closed after that hour every week amounted to \$65,000!

At eight-thirty every morning a sales meeting is held in the local office of the National Cash Register Company. During the sixteen years "Art" Farwell has been selling machines in and about Chicago he has been late to the meeting only twice, and each time it was the fault of a train wreck.

In the face of these accomplishments it is not surprising that he occupies a unique place in the selling field.

SALES MANAGEMENT—MAY 15, 1926



Make Your Letterheads REAL SALESMEN!

Your letterheads are your personal representatives. A good letterhead creates a favorable first impression and helps wonderfully in putting over your message properly.

MONROE Letterheads are distinctive, attractive and individually designed for the business they represent. That's why they outpull ordinary letterheads as high as 5 to 1.

Write for Portfolio of Samples. Request on your own letterhead. No obligation whatever.

MONROE
LETTERHEAD CORP.
1001. Green Street
Huntsville, Ala.

MAKE

YOUR LETTERHEAD
represent

YOUR BUSINESS

Your Letterhead is Your "Master Salesman." Let us Send You Our Portfolio of Letterheads that SELL.

Any business that is worthy of the name "business" is worthy of a better letterhead. You are therefore interested in better letterheads. You are interested also in GOSPEL HILL LETTERHEADS. They are "Master Salesmen" and out-pull ordinary letterheads three to one.

You use the personal letter as a great part of your direct mail advertising. Your results can be greatly increased by the use of a letterhead that attracts attention, inspires confidence and SELLS your product or service.

GOSPEL HILL LETTERHEADS are made purposely to SELL. We want to send you our portfolio of letterheads we have produced for national advertisers. No obligation whatever.

If our samples please you, there will be an order blank which will bring you a GOSPEL HILL SALES sketch of YOUR letterhead. Just clip this advertisement—pin it to your letterhead and send it to us. We will send you a portfolio immediately. You, yourself, can then be the sole judge of

GOSPEL HILL
LETTERHEADS

Created and Produced by
THE FOLKS
ON GOSPEL HILL
Letterhead Craftsmen
Marion Okie

Free Booklet explaining L M S unusual Warehousing Plan mailed Free on request.

Save Money by Storing in England

Here's important news to every business executive. Today, you can store merchandise throughout Great Britain for one-fourth of what you now pay by shipping L M S, and storing in L M S warehouses. Every convenience known to modern distribution is at your command—always! There are more than 300 L M S warehouses distributed through all important industrial centers of Great Britain, both on the coast and in the interior. They are all connected by direct rail routes. Handling charges and costly transit delays are cut to an irreducible minimum.

The average L M S charge for handling, stowing and delivering out of store as required, is only 2-3 of a cent per 100 lbs. inclusive.

The L M S is the one British Railroad which serves with its own lines all major British ports. L M S delivers right through to store door with its own teams and trucks; 1,300 motor trucks and 10,000 teams continuously employed. L M S storage rates on general merchandise vary from one-fourth to one-seventh of the current rates for storage in public warehouses in the United States.

LONDON MIDLAND & SCOTTISH

Railway of Great Britain

One Broadway, New York City

The L M S New York office offers every cooperation to help you solve the problem of distribution in Britain. Address Thomas A. Moffet, Freight Traffic Manager in America, One Broadway, New York.



THE ONLY BRITISH RAILROAD WITH
AN ACTIVE FREIGHT DEPARTMENT IN AMERICA

Training the New Man to Nail Down the Order

(Continued from page 734)

use of sales literature which is full of photographs of the machine in action and accounts of the experiences of other physicians in handling the apparatus on patients.

This method has been successful and the prime requisite of its success is that the order be written up and an attempt made, after each single discussion to have it signed. This is the one point I keep driving home to the men on the sales force—they must ask for the order and keep on asking for it.

When a man starts in to sell our equipment we try to sell him on the idea of understating the merits of our machines rather than overstating. This policy is a builder of a vast amount of confidence and paves the way for the sale of other of our machines to the new buyer.

Men Must Learn Gradually

Perhaps the next point in importance in selling a product of the type of ours (and it seems to me that it would apply equally well to dozens of other lines), is the point of view we maintain in the sales talk and the extremely valuable use we make in this connection, of the testimonial.

Anyone who sells to men with scientific or technical knowledge sells to the type of prospect who's pretty certain he knows his own business. Our case is no exception. So we make no statements on our own account, but we tell what results prominent doctors and physicians everywhere are getting from the use of our machines. We're business men, not doctors, and we can't instruct the doctor how to treat his patients—he's supposed to know that. But we can tell him what others are doing in similar cases.

A new man, then, starts in selling somewhat in the fashion I have outlined. Then he gradually extends his knowledge to other items in our line—higher priced machines. To achieve success in selling a technical line such as ours a

man must develop gradually; he cannot learn everything at once, and it is foolish to ask a new man to do the impossible. If he masters a few facts thoroughly and learns how to use those, then he can be expected to assimilate, by degrees, the necessary technical knowledge to extend his activities further in the line. Otherwise he would simply be overwhelmed. There would be no advantage whatever in covering a vast sea of facts in a training course, for when the course was completed the salesman would be in the position of knowing nothing for certain. He would have nothing tangible to begin work on.

Furthermore, it is impractical to expect new men to learn from older salesmen. Besides being impatient with the burden of teaching another man how to sell, the older men are too much inclined to dazzle the new man with volleys of technical terms which only have the effect of scaring him away to other fields which sound less formidable. There's a little element of ego there, too, which operates to a disadvantage.

Believes in Constant Advertising

I believe in being thoroughly honest with men who want to join the sales force. I tell them frankly that selling our products is not an easy job, but there are men on the force who are making excellent salaries doing it. Our most successful men did not have any great amount of previous technical training, but they did have sales ability. Our experience has been that we can teach a man our line, but the difficult part is to teach the necessity for hard work and the application to business.

The three weeks' training course is taken at the salesman's own expense, so this automatically weeds out the drifters. After this period we grant a low drawing account and assist the salesman in every possible way to build up his territory, which is exclusively his

own. We are constant users of direct mail and magazine advertising, and every prospect who is sold is put on a permanent mailing list for a complete service which comes through our advertising department. This is made up principally of a house organ and other booklets which embody articles written by well known physicians on the treatment of cases amenable to this form of therapy.

During the three summer months of last year the average monthly earnings of our men amounted to \$572.30. Exceptional ones went up as high as \$1,500. While our business is not seasonal, yet these earnings were made in what is perhaps the duller time of the year. We have 130 men on our force now. Last year the best man earned \$23,000.

We have an annual convention to which we invite physicians from all over the country. Plans for these meetings are very widely advertised and practically every doctor in the country is circularized in the interests of these activities. Last year 700 of them came—at their own expense—to listen to lecturers obtained by us. And at that meeting we took orders for something like \$40,000 worth of equipment. Of course, we obtained only the very finest speakers available, men who were unquestioned authorities in the medical profession, and it is to this fact that we attribute the unusual results of the convention.

Stockton Agency Takes Two New Accounts

The A. M. Stockton Advertising Agency, of New York City, is now handling the account of Landon P. Smith, Inc., of Irvington, New Jersey, a new concern which recently grew out of the sale of the Smith & Hemenway Company to the Crescent Tool Company. Mr. Smith retained a part of the business and organized his own company to manufacture glass cutters.

The account of William Dixon, Inc., Newark, New Jersey, manufacturer of jewelers', silversmiths' and dentists' tools, has also been taken by the Stockton Company.

One of the largest shoe manufacturers in the East has asked us to find immediately a Sales Manager to direct his entire distribution.

Wanted General Sales Manager—\$12,000 plus a participation in profits

This shoe manufacturer has a splendid reputation. He makes a fine product, built up by years of national advertising. He is reorganizing personnel and creating the post of General Sales Manager. The present large sales force is to be expanded. Immediate improvement in sales and profits will be expected.

The right man will have full responsibility and adequate authority. He must be a leader of men; must thoroughly understand modern distribution methods and trends; and must have wide and successful experience in selling to the wholesale and retail trade, including department and chain stores. A knowledge of shoes or other style merchandise will be helpful but is not essential.

Salary, first year \$10,000 to \$12,000 with participation in profits or bonus. Future up to the man himself. Age 38 to 45. Headquarters in Boston. To start earliest possible moment.

In behalf of our client we invite applications by mail only (none other will be considered) giving full particulars of past experience, success, present connection and earnings, age, nationality and education. All correspondence will be held strictly confidential.

REIMERS & OSBORN, Inc. Advertising
285 Madison Avenue, New York

“
when
we
laugh
we
think
”

A common charge made against Americans is that we don't think enough—the brain has been called the “lazy member”—we are apt to judge by our feelings rather than by careful thought.

To help salesmen think more, to cause them to analyze, so as to improve themselves as salesmen, a series of illustrated letters has been created around a fictitious salesman known as “Happy Sayles.” These letters are fifty-two in number, one to be mailed out each week.

The salesman will laugh at the trouble “Happy Sayles” creates, but in laughing he will be induced to think, “Perhaps I am guilty of the same thing.” A single set sells at six dollars, prices lower in quantity lots. Send for the story of “Happy Sayles.”

THE DARTNELL CORPORATION
4660 Ravenswood Avenue CHICAGO, ILLINOIS



Hotel Sheridan-Plaza CHICAGO

Sheridan Road at Wilson Avenue

UPTOWN CHICAGO'S
MOST FAVORED HOTEL

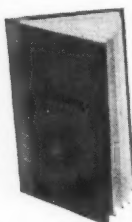
For greater comfort at less cost, on your next visit to Chicago, stop at the beautiful Hotel Sheridan Plaza. Three blocks from Lake Michigan public beaches; convenient to all North Shore places of interest and amusement, including public and private golf courses. Eighteen minutes from downtown; elevated express and surface lines; motor busses to and from downtown, through Lincoln Park, stop at the door.

Large Sample Rooms

European plan. Rooms with private bath, \$2.50 a day and up. Reservations are advisable. 250-car garage directly opposite.

H. A. BIRNBAUM, Manager

Industrial executives



will be interested in our booklet "the advertising engineer" which gives some new thoughts on industrial advertising and offers a good way for us to get acquainted. Where shall we send it?

RUSSELL T. GRAY, Inc.
Advertising Engineer
130 N. Wells St., Chicago
Industrial Advertising Exclusively

Agents' Commissions Under Scrutiny at New York

HEARINGS on the charges of the Federal Trade Commission against the American Association of Advertising Agencies, the American Newspaper Publishers' Association, the Southern Newspaper Publishers' Association, the Six Point League, an association of newspaper representatives, and the American Press Association that there is a conspiracy in the fixing of newspaper rates, were begun April 29 at 45 Broadway, New York City.

The agency commission in newspaper advertising, an established factor for many years, came under discussion at the opening day's hearings. The commission attempted to prove that the A. A. A. has influenced newspapers in refusing to give advertisers the same discount from card rates on advertising which they allow to advertising agencies. C. A. Hope, assistant to the executive secretary of the agents' association, was the first witness. Eugene W. Burr, chief counsel of the commission, during his testimony introduced a list compiled by the A. A. A. showing the newspapers and their record on the advertising of Baker-Robinson, Firestone Tire & Rubber Company and the Vick Chemical Company.

O'Shaughnessy Testifies

James O'Shaughnessy, executive secretary of the A. A. A., explained in detail the procedure of an advertising agency in serving its clients, stating that while space in newspapers was in a very large measure for the use of advertisers, in the end it was a service which the newspapers sold rather than something tangible.

The testimony presented by Chester F. Chapin, for ten years space buyer for the Vick Chemical Company, on the previous day was questioned on May 4 by Mr. Plante, for the A. N. P. A. and the Six Point League, who said that "I want to show that the same method of doing business applies

in the entire publishing field; that it is the general practice, whether the advertising be done in newspapers or magazines, to pay commission to agents and to refuse to pay them to advertisers who place their business direct."

"We do not contend that advertisers may not employ agencies and pay them commissions," replied Mr. Burr. "We are not attacking the agency business, but we do contend that advertisers may do business, if they are able, at a price which may be agreed upon between them."

Local Rates for Advertising

Mr. Plante then introduced letters sent to members of the Association of National Advertisers, of which the Vick Company was a member, "to induce publishers to deny commissions to agencies." "I want to show," he said, "that the A. N. A. instituted propaganda to this effect."

Mark L. Felber, manager of the newspaper department of the Firestone Tire & Rubber Company, was the next witness. He testified that his company spent about \$1,000,000 in newspaper advertising during 1925. In the larger cities, this advertising was placed through an agency, he said, because it was felt that net rates from the newspapers on its list could not be obtained otherwise. He admitted that in many instances local rates were obtained by having the local dealer place the advertising.

Lincoln B. Palmer, manager of the A. N. P. A., told the commission that every applicant agency for recognition by the A. N. P. A. was granted recognition only when ability, service, and financial responsibility had been established. He insisted that newspapers paid agency commissions for the development of new business and for services rendered, that advertising would cost much more than it does today if the relations between agencies and newspapers were eliminated.

Some False Notions About Advertising

(Continued from page 740)

advertising, because it pays and for no other reason.

Another of the misconceptions regarding advertising that is current among retail merchants and a few national advertisers is that anyone who can write grammatically can write advertisements that will sell goods. That good advertising writers are not numerous is the opinion of hundreds of advertising agents who handle 90 per cent of the national merchandise accounts. They ought to know, because they employ quite an army of them.

To be a writer of advertising copy, a man or woman must not only have the ability to put ideas into clear, understandable English, but most also understand the principles of salesmanship. Even the best of copy writers occasionally fail to hit the right keynote when the wrong class of medium is used. Thomas S. Sheehan, president of the Durham Duplex Razor Company, in the early days of its history could not understand why, after a wide distribution of his product had been obtained by the aid of national advertising, the razors did not move off the retailers' shelves; so he went out on the road to find out. During his travels he called on an elderly storekeeper whom he found doing some work down in the cellar of his store. Mr. Sheehan talked to him quite a lot about his razors, but mostly about his advertising.

"Your razor is all right," said the old man, "but your advertising is all wrong. National advertising will bring prestige and good-will, but it won't make sales, and sales are all the dealer is interested in. Newspaper advertising is the only thing that will fetch people into the store with money in their hands."

When Mr. Sheehan returned from his trip, he advertised in the newspapers and during the next five years the company's business had increased 600 per cent, and in nine years, 6,000 per cent.

Combination Rates — A Study in Economy

In all advertising procedure there is no sounder economy than the combination newspaper rate.

For one publishing plant to issue two papers, one morning and one evening, is salient economy. To double up some of the advertising in the two papers is another application of the same economic idea.

The advertiser can and should be allowed to benefit by the saving.

* * *

There are two kinds of newspaper combinations, the difference being in the handling of circulation.

The first kind is two papers sold to the reading public together, either upon a both-or-neither basis or at a special combination subscription price.

The other kind is two papers sold to readers entirely independently of each other.

In the first case the percentage of duplication is necessarily very high.

In the second, the duplication is generally small, since the idea of "sameness," whether justified or not, keeps many people from subscribing to two

papers from the same publisher.

* * *

The combination of The Dallas Morning News and The Dallas Journal is of the second kind. There is no combination subscription price for these papers.

In fact, the selling and circulation of The News and The Journal are handled by entirely separate organizations.



Wholly aside from the high quality of these papers, their superior value to advertisers is apparent, for the News-Journal combination offers maximum coverage of Dallas (city, suburban and country) with minimum duplication. In Dallas there are more copies of these papers read every day than there are homes.

* * *

The News-Journal combination rate represents the best advertising "buy" in the Dallas field—Texas' most interesting market area.

The Dallas Morning News THE DALLAS JOURNAL

An Optional Combination

Plans that will bring in the money

NEVER has credit been more liberal than at the present day—thousands of dollars are standing out on the books of many firms. Do the Accounts Receivable on your ledgers cause you any concern???

Collection Plans and Letters, Volume V, has just been compiled by Dartnell. The plans successfully used by The American Multigraph Sales Company, Cheney Brothers and others to keep accounts collected up, to prod the slow payers, to use as a last resort, are included in Volume V of the Dartnell Sales Library.

The laws and legal aspects of collections of the various states are shown. You will find plans that have induced payment on over due accounts and in addition have brought in new business. The collection letters included oftentimes are those found effective after years of experience. The price of Volume V is ten dollars. It will be sent to any rated company for examination. Full credit will be given should not the volume convince you of its worth.

THE DARTNELL CORPORATION 4660 Ravenswood Ave.
CHICAGO

You'll Pull a Good Idea
Out of Every Issue

—of This New Kind of
Advertising Magazine



PRACTICAL advertising and sales plans—experiences that experts have tested and proven good—these are the returns you get from the pages of Advertising and Selling Fortnightly. Hardly an issue will pass but you can pull out a good,

common-sense idea for your own business.

If you are interested in markets and media, research, the latest copy slants, illustration or mail sales, you will want to be sure to get this new kind of magazine.

Advertising and Selling Fortnightly will pay adequate returns in good, usable ideas.

Send This
Coupon Now

Advertising and Selling
FORTNIGHTLY
Markets, Merchandising & Media

Advertising and Selling Fortnightly,
9 East 38th Street, New York City.

Please enter my subscription. You may bill
me at \$3.00 a year (26 issues) after I have
received the first issue.

Name _____

Address _____

City _____ State _____

MAILING LISTS

Foreign and Domestic. Can furnish any classified list in any foreign country. Wholesale-Retail-Consumer, etc., any list wanted in U. S. We maintain the only Foreign List Department in this country. Ask for price lists detailing all classification.

A. F. WILLIAMS

Mgr. List Dept.

166 f. W. Adams St. Chicago, Illinois
Established 1880 Phone Franklin 1182

PROVE IT!
SHOW HIM THE LETTERS

IF your salesmen could show skeptical prospects the testimonial letters received from satisfied customers—it would remove doubt and get the orders. Don't leave testimonial letters and orders lying idle in your files—give them to your men and increase sales thru their use.

Write for samples and prices
AJAX PHOTO PRINT CO., 35 W. Adams St. Chicago



Circus Methods That Built a Cash Coal Business

SHADES of P. T. Barnum! The coal yard has gone and swiped circus methods to boost cash sales and, strange to say, they work!

On one of the few genuine spring days we had last month, the population of Chicago's black belt, a strip a mile wide running from 22nd Street south to 55th Street, awoke to the melodious strains of a regulation circus "steam piano." Young black pickaninnies and older, blacker mummies paused in the morning's affairs to essay a few tentative steps of the Charleston as the music drew nearer.

Down the street came a procession the like of which they had never seen before. In front came a large truck bearing giant signs in gaudy colors shouting the merits of Glendora coal to the jazzy tunes emanating from the bronze throat of a circus calliope hidden behind the signs. Following, was a line of coal wagons, driven by their respective owners, the coal hucksters who are the purveyors of fuel to the citizens of this section. Each coal wagon bore gay streamers also announcing the virtues of Glendora coal, the musical accompaniment being provided by cow bells on the horses.

For four days, the advertising truck traveled up and down the streets in the colored district until

every man, woman, and child in that section had heard about Glendora coal. The hucksters, with cow bells and signs on their wagons, experienced an immediate increase in the demand for "dat 'Dora'" coal with the result that, by eleven o'clock of the first day, the yard had sold more of this brand than it had ever sold in any day in the peak of the season.

The Eastman Coal Company is the concern that adopted these circus methods to boost cash sales through retail drivers or hucksters. Over two years ago, C. N. Eastman adopted the idea of merchandising a single trade-marked brand of coal to his colored trade. He selected a well-known brand, Glendora Coal, a better quality coal than his trade had been buying before. This coal is sold by the ton for cash to colored teamsters who retail it by the bushel to their customers. While sales have been uniformly good, Mr. Eastman decided to employ more spectacular methods this spring to see if the demand could be increased. The circus stunt he used was successful in taking his brand out of competition and it convinced him that novel methods which had never been used before in the coal business are valuable aids in boosting sales to this class of buyers.

The success of this stunt is due largely to the fact that the method used was designed for a class that is susceptible to eye and ear appeal.

Name New Officers for Butterick

At a recent meeting of the board of directors of the Butterick Company announcement was made by G. W. Wilder that he was retiring from the presidency and would be succeeded by S. R. Latshaw.

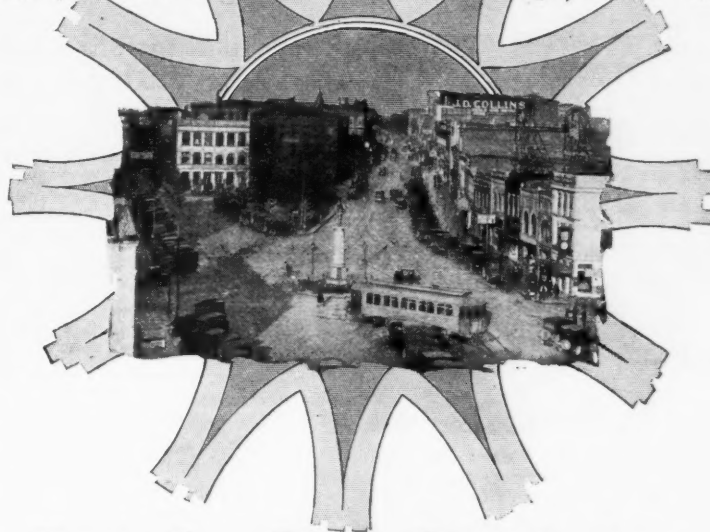
Mr. Wilder announced that Joseph A. Moore will be chairman of the board of directors. Mr. Moore has been for a number of years treasurer of several of the publishing properties of William Randolph Hearst, including: The International Magazine Corporation, "Good Housekeeping" magazine, "Cosmopolitan-International" magazine, "Harpers' Bazaar," and the Star Publishing Company. He resigned from that group, to purchase a large interest in the Butterick Company.

Mr. Latshaw, the newly elected president, has been vice president and advertising director of the Butterick Company for several years. Previously, he was assistant advertising director of the Curtis Publishing Company, publishers of the "Ladies' Home Journal," "Saturday Evening Post" and "Country Gentleman."

In making this public announcement of the change in the direction of the Butterick Company, Mr. Wilder stated that he would continue on the board of directors but would relinquish active management of the business. The Butterick Company are owners of "The Delineator," "Everybody's," and "Adventure" magazines. "The Delineator" was founded in 1868, the founders being Ebenezer Butterick, Abner Pollard, and Jones Warren Wilder, father of the retiring president. Its original name was the "Metropolitan Monthly," and in 1873 it was changed to "The Delineator."

"You can count on me being a regular subscriber to Sales Management as I consider it the best publication on advertising and sales which reaches my desk."—J. R. McConnell, sales manager, Reed Air Filter Company, Louisville, Kentucky.

SPARTANBURG, S. C.



Centralize Your Distribution in the Hub of the Southeast

R EACH the great Southeastern United States by centralizing your distribution in the Hub City of the Southeast—Spartanburg, South Carolina.

Spartanburg is the only city between Richmond and Atlanta having two trunk lines to the Middle West and two to the Atlantic coast. It is the midway point on the Southern Railroad from New York to New Orleans. Add to these transportation facilities the highly developed Southern network of bus routes covering surrounding territory.

Spartanburg is the center of the great Southeastern market—a city where you can profitably centralize your distribution. Write today for the complete Industrial Survey of the city. It will tell you WHY in facts and figures. Due to our desire to avoid a promiscuous distribution, please make your request for the Survey on your business stationery.



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELLING: 33 passenger trains in and out of the city every 24 hours. A network of bus lines covering the state. Large, modern hotels everywhere.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

INDUSTRIAL COMMISSION

1150 MONTGOMERY BUILDING • SPARTANBURG, S. C.

SPARTANBURG

"The Hub City of the Southeast"

SOUTH CAROLINA

The Super-Salesman

An electrically operated advertising display fixture



40 inches long with wings spread.
25½ inches deep, 38 inches high.
Approximate shipping wt. 200 lbs.

will unfold your story to the world

A BOOK turning its own pages on your dealers' counters or in show windows, in your booth at conventions and expositions will place the story of your product effectively in your prospects' line of vision. A new double page spread every twelve seconds—sixteen pages of facts shown by pictures and art work. The Super Salesman invites and demands attention. Mechanically clever, it is opening a new avenue straight across the advertisers' field to help close prospects.

Many now in successful use by some of the largest firms in America. This ad torn out with your name and address will bring full particulars quickly.

MANUFACTURED BY

THE AUTOMATIC DISPLAY FIXTURE COMPANY
415 MASSACHUSETTS AVENUE INDIANAPOLIS INDIANA U S A

BIGGER-BETTER-MORE ORDERS

With Salesmen's Samples Conveniently Carried—
Quickly, Attractively, Displayed.

A \$100.00 Album of photographs in colors shows how many nationally known houses sell more goods—sent prepaid to any responsible concern, without obligation, except to return.



This business exists and prospers because it's the only organization in the world devoting its sole efforts to the perfection of the Sample Case **KNICKERBOCKER** "Made-Right" recognized as a powerful distinct sales producing factor.

THESE SAMPLE CASE PROBLEM SOLVERS INVITE YOU TO ADDRESS
KNICKERBOCKER CASE CO.
ESTABLISHED 1900
226-236 N. Clinton St., Chicago, Illinois

When You Can't Cut Your Prices

(Continued from page 736)

service in the sale of the petitioners' product to the consumers, beyond that which each furnishes individually, and it may be noted that the advertising of the large chain stores inures to the benefit of the petitioners' products by creating a widespread and uniform demand for their products, and consequently larger sales."

Following the decision in the Mennen case, a number of similar cases that were pending were dismissed, and after the biscuit company case the commission dismissed a number of cases involving cumulative discounts. At the same time it possibly has abandoned its theory of the law, as no further proceedings have been brought.

The foregoing will illustrate, I think, the statement that I made some time ago: that the government frequently adopts (and often must adopt) its own interpretation of the law, and sometimes attempts to establish this interpretation in spite of adverse court decisions. It will emphasize, moreover, the danger of relying upon a single pronouncement of the courts as a guarantee against prosecution.

It is not advisable, either, to blame the government too severely for this attitude. It is in reality the only practicable method by which the law can be administered, or the precise meaning of the law can be definitely ascertained.

(Mr. Montague's next article will deal with the subject of commercial bribery, including buyers' entertainment, bonuses or premiums to employees, etc.—THE EDITOR.)

New York American Elects New Officers

George Hearst, 22, the oldest son of William Randolph Hearst, has been elected president of New York American, Inc., which publishes the New York American. Joseph A. Moore, former president and treasurer, recently was made chairman of the board of the Butterick Company. The new American treasurer is D. E. Town, who worked on newspapers in Chicago, Denver and Cleveland.

Why Our Salesmen Fight for Orders

(Continued from page 728)

by paying a small salary and commission to new men, during the time the need is greatest. As we all know, many a man will work a great deal more regularly for a small salary than he will for a substantial commission. Men on salary seem to expect supervision, to obey instructions, and follow out the plans outlined for them. We find that the average salesman, starting on a straight commission basis, as a rule becomes impatient with instructions and suggestions—he doesn't understand that our interest in him is for his good rather than any attempt to "drive."

The Remington Sales School

We have a sales school operating two evenings a week, from October to March, four hours to each session. We believe in the most careful training. Here, again, our director of American sales, Mr. Thornton, leaves the matter of instruction in a large measure to the branch manager. The sales education department in our home office issues several manuals for the salesmen.

However, Mr. Thornton holds the branch manager responsible for the individual salesman's ability to tell the sales story interestingly and convincingly. The story of this school and the immense good we have derived from it is a story in itself. We got away from the usual method; we cut conversation to the minimum, we studied, and after we felt we knew our "apples" we started to prove certain things, and we did prove them. Listen to a Remington man who went through this school tell his story—compare it with others selling competing makes—and his training stands out like a shining star. He knows his machine, not just thinks he knows it. He knows how to transmit this knowledge in a manner that is convincing and interesting. He knows his competitors' machines, and he knows not to "knock." He is a fit representative of our product—a trained, reliable man who knows that as he serves so will he build.



Every One A Strike!

NO BACK LASH! Returns from your efforts! It is satisfying to play, and profitable to work on that basis.

Advertisers find that Jahn & Ollier advertising-illustrations deliver the utmost in sales strength—each one, everytime. Our creative service men know how to build into them, salient ideas that attract attention, sustain interest and induce action. They will point out for you definite ways to incorporate SALES APPEAL with your advertising illustration—either thru photographs or art in any medium.

You can profit by a talk with an experienced Jahn & Ollier service man. He will call at your request—anytime, anywhere.

JAHN & OLLIER ENGRAVING CO.

*Illustrations-Ideas-Photographs
Printing Plates for Black or Colors*

Telephone MONROE 7080

817 W. Washington Blvd.

CHICAGO, ILL.

Wabash DESK FILE for your Desk!

Keeps important data at your finger tips.



Make an efficient FILE out of the Deep Drawer of Your Desk

Wabash Desk File,—a set of fifteen high grade press-board folders with steel tabs and interchangeable headings. Fits neatly in the deep drawer of your desk. Keeps all essential information immediately available—don't trust important and often used data to the general files. No executive or professional man can afford to be without Wabash Desk File. Furnished complete with several sheets of extra headings—you can easily build it to fit your own business.

\$5

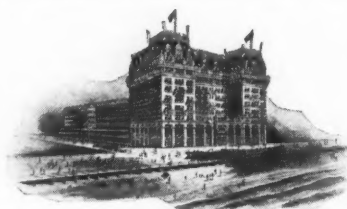
ORDER ONE NOW!

Wabash Cabinet Co.,
Dept. S, Wabash, Indiana.

Send me _____ Wabash Desk Files by C. O. D. parcel post at \$5.00. (New accounts cannot be opened for this item alone. For cash with order—2% discount).

Name _____

Address _____



The Breakers

Atlantic City, N. J.

Right on the Boardwalk

Preferred—

in winter and all season—by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges—Orchestra—Dancing Garage on Premises

Joel Hillman
President

Julian A. Hillman
Vice-President

Who's Who In Canadian Advertising

If you have anything to sell to the national advertisers of Canada you will welcome the new edition of this directory containing firm names, addresses, names of products, names of advertising managers and agencies employed. Bound in leather, 200 pages, \$25 postpaid. An annual issued by the publishers of

Marketing

Canada's Business Magazine

Obtainable only from

MARKETING PUBLISHERS LIMITED
4 East Wellington Street Toronto, Canada

Spanish Printing



or Portuguese for South American trade. Send us your English copy—we translate and print. 30 years experience Foreign language printing.

JOBSON PRINTING CO.

Incorporated
647 W. Hill St. Louisville, Ky.
"Our Printing Will Please You"

Lithographed Letterheads

Produced in Black Ink on
No. 1 20-LB. WHITE BOND

\$1.20 Per Thousand

A quality letterhead at a price that commands attention.

Big savings to you on your letterheads.

Send for lithographed samples of companies whom we are serving.

100 M or over \$1.20 per M 25 M lots \$1.45 per M
50 M lots 1.25 per M 12½ M lots 1.70 per M
(Minimum quantity 12½ M)

Engravings made at actual labor cost

PEERLESS LITHOGRAPHING CO., Inc.
1718 No. Robey Street, Chicago, Ill.

What About the Wholesaler?

(Continued from page 744)

delivery wagon to such a wholesaler, pay cash down and carry away his order. Some wholesalers are merely brokers, picking up goods and selling where they can. Others have gone still further and practically "have their offices under their hats."

E. He might extend his service to his retailer-customers to the limiting point of throwing in his lot with a definite group of retail stores and becoming a resident buying organization for them.

Other Possible Alternatives

F. He might extend his service to the manufacturer (in the drug, hardware or groceries fields, for instance) to the limiting point of admitting frankly that he is swamped by the thousands of brands thrown at him. He might throw overboard all competitive goods and stock just one brand in each price and line. He could thus, in effect, become a manufacturers' agent and he could assure himself of his position if he worked under an exclusive contract.

G. He might reduce the prices at which he buys by himself joining in a group-buying plan. A very interesting development along this direction is about to be started in the hosiery field, which, with direct-selling and coupon-selling, is apparently attempting to rival the grocery field in its strife between merchandising methods. Six dry goods jobbing houses, located in Baltimore, Los Angeles, St. Paul, Detroit, Cincinnati and San Antonio, have organized the National Textile Distributors Corporation. Others are expected to join them so that the country will be thoroughly covered. This organization will buy hosiery for the group, a complete line of men's, women's and children's goods, and give it a brand name. The purchasing will be done by one individual, in the open market, so as to make the group independent of any particular manufacturer. The corporation will have complete control of the brand and will push it by means of advertising. Each member of the group will have

exclusive rights to the brand in his territory.

H. He might even develop his financing function and act in a semi-banking (or factoring) capacity by financing in a systematic way the purchases by retailers from manufacturers.

I. He could realize that he has a real opportunity to prove his merchandising utility in these days of hand-to-mouth buying. In many lines, the wholesaler has met hand-to-mouth buying by the retailer by himself buying on this basis from the manufacturer. He has thus abdicated his position by neglecting his duties. If he really bought in quantity, as he should, and sold in small lots he would serve both manufacturer and retailer in the way they seem to find essential.

Order Taker or Salesman?

J. He could strengthen his selling function and meet the charge (often made with justice) that he has become merely an order-taker, adequately serving neither manufacturer or retailer. By becoming a real merchant, he could perhaps convince the manufacturer that the wholesale method might be cheaper than direct selling.

K. He could realize more truly his relation to the retailer by becoming a closer business advisor to the retailer and doing his utmost to strengthen the position and increase the profits of his customers. A good wholesaler could become the center of much progressive improvement in retailing methods.

L. There is an increasing number of problems in the relations between producer and retailer which are growing more intricate and becoming sources of friction. Terms, price-cutting, style changes, slow buying—these are only a few such problems. If the wholesaler really acted as a middleman in every sense of the word, instead of as an innocent bystander or simply a profit-grabbing opportunist, he would not only render a real service to all in his industry but he would inevitably strengthen his position.

TIPS



Willie, the composing room emissary to the editorial floor, says it's high time we're getting some Tips copy ready. On a morning when the Ravenswood sunshine is pouring into the south windows of our office, when the men down in the press room are hazarding wild guesses about the number of runs in the leagues for the week, and there is talk of new mashies and putting the boat into the water—oh, well! We heave out the lower right-hand drawer and find there a bulging folder of market surveys waiting, in their bright inks and fresh covers, to be trotted out to show their tricks.

The new "Consumer Analysis of the Greater Milwaukee Market" is worth some study, principally because it presents comparison figures over previous years—in some cases as far back as 1922, when the first survey of this character was made. The data cover family and per capita consumption by brands of products, users and non-users, dealer distribution, and so on—from Milwaukee's advancement in number of bobbed heads to the per capita consumption of the ginger ale drinkers. The Milwaukee survey is always among the best we receive. Write to Tom Collins in care of *The Milwaukee Journal* for a copy.

A rather ingenious manner of advertising factory sites has turned into a survey on "Industrial Jacksonville," from the State whose real estate activities have been experiencing such amazing gyrations of late. It has principally to do with the opportunities and advantages offered industry in the Southeast at the present time. You may have one of the surveys by writing Telfair Stockton & Company, 329 Laura Street, Jacksonville.

The very nice looking young lady from Spokane has called on us again, this time bringing the *Review-Chronicle* survey on paint and paint products in the Spokane market. It's one of the series being published by the *Review-Chronicle* National Advertising Bureau on various lines of business. You'll have to write to Tom Turner again.

The arrival of "1926 Information About St. Louis" from the *St. Louis Post-Dispatch* reminds us to tell you that the merchandising and research department of this paper has a variety of valuable service to offer sales executives who are interested in intensive cultivation of the St. Louis market. The department has laid out a series of surveys, one to be completed every two weeks, covering different lines of business

such as breakfast foods, cosmetics, electrical appliances, building materials, and so forth. A monthly business report known as the "Monthly Review of Business Conditions in St. Louis" is available to any executives who care to receive it. The *Post-Dispatch* also publishes routed lists of retail outlets for two dozen different lines of business. Write Mr. Brent Williams for the new survey and for any of the other services you may be interested in.

Two months ago *Sales Management* carried an article about the cooperative campaign being carried on with such commendable results by the S. D. Warren Paper Company and the United States Envelope Company. One of the promotion pieces which is obviously an outgrowth of these efforts toward standardization, has just come to the Tips desk. It's called "Standard Sales Units," and it describes 70 mailing combinations which may be made up from 10 envelope sizes and 4 standard paper sheet sizes, showing samples of each. For the good of your direct mail department, you should have one of these portfolios for reference. You'll find it immensely helpful. Address the company at 101 Milk Street, Boston.

Still another survey comes from the Golden Gate Market, sponsored by the *San Francisco Examiner*. Maps, statistics, charts. A note to J. A. Callahan, at the *Examiner* office, is all that's necessary to obtain a copy.

Judging from a number of inquiries we've found scattered through the mail in the last few months, some of *Sales Management's* subscribers will want to write for a booklet called "Seven Steps to Success in Direct Selling," put out by the Phil Gordon Advertising Agency of 307 North Michigan Avenue, Chicago. It contains some observations on finding the right price, getting the right salesmen, and other acute angles of the consumer selling problem.

By way of an advance tip, Mr. Walter Merrill, formerly of *The Chicago Tribune* and now with *The New York World*, is directing a survey of the New York market which will be available some time late in the summer. The Tips editor will run up a purple flag when copies are available.

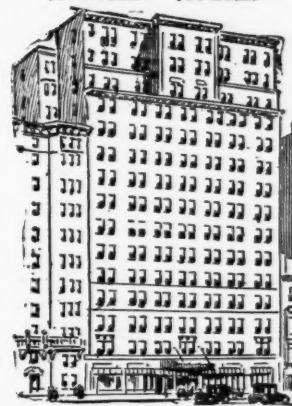
Just about ten seconds before this page went to press the new Indianapolis survey came in from Frank Carroll, over at the *Indianapolis News*. It's hot off the presses. Copies are available on request.

SALES MANAGEMENT—MAY 15, 1926



Hotel Knickerbocker
120-128 West 45th Street
Just East of Broadway, Times Square
New York's Newest Hotel
A location unsurpassed. A few seconds to all leading shops and theatres. Away from the noise and bustle and still convenient to everything. Between Grand Central and Pennsylvania Terminals.

Rates: \$3 to \$5 per Day
400 Rooms - 400 Baths



"Advertise with EVERSHARP pencils!"

A proven method that is increasing sales for

GOODYEAR TIRE & RUBBER CO.
HOWARD PAPER CO.
HOLLAND FURNACE CO.
VACUUM OIL CO.
OTIS ELEVATOR CO.
and many others.

Why?

Consider these facts!

Nationally Known

Nationally advertised for years—the leading retail seller—of known value.

Constant Useability

Brings your ad to the attention of the user many times each day.

Lasts for Years

Their sturdy construction and our wide distribution of refill leads and erasers keeps them in use for years.

Universal Appeal

A practical article that everyone needs—enthusiastically received.

May we send a sample and our folder "Twelve ways to more business"?

Industrial Sales Dept.

The Wahl Company—Chicago

Manufacturers of
EVERSHARP and WAHL PEN
(Wahl Dealers in Every City)

Sales Films That "Go Over"

(Continued from page 760)

course, is what the companies are after. "What we seek," said Mr. Griffith, "is to make a man think of welding when he breaks something made of metal, or of oxy-acetylene when he wants to dismantle something. Then he will in all probability go to the local welding plant, and the chances are that the plant is using or will use some of our machinery or materials. Also, in promoting the idea of welding we are at the same time gaining the good will of the local welding plants, and indirectly promoting the sale of our products."

Commission Puts Ban on Alleged Lottery

The practice of Reinhardt & Newton Company, Cincinnati candy manufacturers, in offering other articles of merchandise in connection with candy, to be determined by lot or chance, has been declared an unfair method of competition by the Federal Trade Commission. According to the report, the company utilizes chocolate covered candies, some with white centers and some with pink centers, and advertises that purchasers of the candy lucky enough to receive "pink centers" will receive as a reward an additional bar of candy labeled "By Heck 5 Cents."

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NATIONAL OUTDOOR ADVERTISING BUREAU

INC.
NEW YORK CHICAGO DETROIT

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established sixteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

POSITIONS WANTED

EXPERIENCED BRANCH MANAGER seeks new opportunity. Present connection ten years, advancing from traveling salesman to branch manager. Capable executive versed in sales management, promotional work, direct mail, shipping and warehousing management. Clientele comprises architects, contractors, furnace and sheet metal trades in eight Central Western States. Married, age thirty, Christian, one year of college, club and fraternal affiliations, excellent health, successful record, aggressive and ambitious. Address Box 1052, Sales Management, 4660 Ravenswood Ave., Chicago.

CAN YOU USE A MAN IN TERRITORY adjacent to Vincennes, Indiana? Experienced salesman, married, age thirty-eight years. One and one-half years manager branch office, Chicago, selling to manufacturers and purchasing agents, at present employed. Open to proposition from responsible firm, with a product of merit, that will permit living in and working

out of Vincennes, Indiana. Address Box 1054, care of Sales Management, 4660 Ravenswood Ave., Chicago.

SALES MANAGER, PARTICULARLY interested in opening in the food products line. For twelve years associated with well known food products company, six years in capacity of general sales manager. Prefer headquarters either in vicinity of New York City or San Francisco. Desirous of making a stock investment in whatever company I may become associated with. R. A. Ware, 902 Goodrich Ave., St. Paul, Minn.

SALES PROMOTION

FOR BIG RESULTS FROM YOUR BROAD-sides, folders, dealer helps, letters, etc., have them prepared by Direct Advertising Specialists who have successfully served many of the largest mercantile and industrial firms in America. We handle copy, layouts, printing, whole campaigns from idea to finished job. Our patented "pop up" folder most sensational mailing piece in years. Sample sent free. Write for our Direct Mail Rate Card—helps you plan your advertising and save money. No obligation. Superior Adv. Service, Inc., 230 East Erie, Chicago.

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

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